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How to progress on sustainable development through Public-Private Partnerships.

- A Study of SIDA's Swedish Leadership for Sustainable
Development

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Abstract

With the expiration of the Millennium Development Goals (MDGs) in 2015, the United Nations (UN) has called for a collective effort to create a global operational framework that enables key actors to develop long-term strategies for sustainable development. At the same time, there has been an increase in the interest in public-private partnerships (PPPs) and their potential to make social, environmental and economic improvements and thereby create sustainable structural changes. In Sweden, the Swedish International Development Cooperation Agency (SIDA) has initiated a collaboration with 20 Swedish-rooted firms that together form the network “Swedish Leadership for Sustainable Development” (SLSD). Two of the partnership’s ambitious objectives include creating decent jobs and fighting corruption – two factors which are regarded to have a profound impact on poverty reduction and sustainable development.

To better understand how a PPP of this kind can operate effectively, this study aimed at exploring and identifying what success factors need to be in place for successfully cooperating on making a contribution to sustainable development through the creation of decent jobs and decreasing corruption. To address this issue, a qualitative approach was taken where data were collected from a multiple case study of two companies involved in the SLSD partnership, Volvo and Tetra Laval, and their previous experiences of cooperating with SIDA on issues related to development.

Based on the results of the study, four factors that could enable a PPP to successfully contribute to sustainable development through decent job creation and fighting corruption were identified. These are: 1) combine competencies to adapt the initiative to the specific context; 2) design the initiative in a way that enables it to contribute to structural changes; 3) the initiative should relate to the private partner’s core operations to ensure that competencies are used to the fullest; and 4) it should generate added value for all stakeholders involved.

Abbreviations

CIPE – Center for International Private Enterprise

CSR – Corporate Social Responsibility

DC(s) – Developing Country(ies)

FDI – Foreign Direct Investment

GDA – Global Development Alliance

ILO – International Labour Organization

IMF – International Monetary Fund

MDGs – Millennium Development Goals

MERSETA – the Manufacturing, Engineering and Related Sector for Education and Training Authorities

OECD – Organisation for Economic Co-operation and Development

PPP - Public-Private Partnership

SIDA – Swedish International Development Cooperation Agency

SLSD – Swedish Leadership for Sustainable Development

UN – United Nations

USAID – U.S Agency for International Development

UNDP – United Nations Development Programme

UNIDO – United Nations Industrial Development Organization

UNSDSN - United Nations Sustainable Development Solutions Network

NGO - Non-Governmental Organization

1. Introduction

In this chapter, the reader will be provided with background information about the area of investigation as well as a description of the purpose of the study. Moreover, the authors will present the research question upon which this study is based.

SIDA & the Swedish Leadership for Sustainable Development

With less than 1000 days until the Millennium Development Goals (MDGs) expire, the United Nations (UN) has called for a collective effort to create a new global operational framework that enables key actors to develop and implement long-term strategies that focus on achieving sustainable development. Furthermore, the post-2015 aid agenda is starting to take form and is being discussed among stakeholders and UN agencies. In the report released by the High-Level Panel of Eminent Persons in 2013, sustainable development, creating decent jobs, and strengthening global partnerships are set at the core in their suggestions for progressing within the area of development (United Nations, 2013d). In the report, the panel also highlights that more collaborations between the private and public sectors need to take place. Such partnerships are considered to be pivotal for the development of new solutions, sustainable structural changes and a mobilization of social, environmental and economic actions, which together are believed to conquer poverty and meet the aspirations of eight billion people by the year of 2030.

As the new post-2015 agenda is being developed, the Swedish International Development Cooperation Agency (SIDA) has established new initiatives that focus on targeting the main challenges linked to poverty and achieving sustainable development. One of these initiatives is the collaboration with the “*Swedish Leadership for Sustainable Development*” (SLSD) which was initiated during spring of 2013 (SIDA, 2013). This partnership is built upon 20 Swedish-rooted companies which have agreed to work together with SIDA, the Government of Sweden and other global groups such as the UN Sustainable Development Solutions Network to achieve four common goals (SIDA, 2013):

- Make sustainable development part of their operations and business models,
- Systematically reduce their environmental impact and create higher efficiency in the way they use resources,

- Create decent jobs and development opportunities for people including those who work for them and their suppliers,
- Fight corruption and unethical business methods in countries where they operate.

With regards to these objectives, the perception of what role business should play has changed over the last years. In the past, the role of the corporate sector was to provide products and services that met the customers' wants and needs and make profits while operating within the legal boundaries. However, companies are nowadays expected to take on a bigger responsibility towards citizens and the environment in which they operate (Brammer, Jackson & Matten, 2012; Idemudia, 2008). In addition, corporations are also considered to be able to drive economic growth as well as to improve living standards by creating employment and innovations, and thus contribute to poverty alleviation (United Nations Sustainable Development Solutions Network, 2013; Kolk, & van den Buuse, 2012; Barkemeyer, Holt, Preuss, & Tsang, 2011). Apart from doing business, they are therefore expected to engage in and solve both environmental and social problems linked to for example health, water accessibility, infrastructure and education - issues that often lay outside the their own interests (Newell & Frynas, 2007). Hence, the welfare of a nation for which the state previously was held responsible has now become more and more dependent on the corporate sector. Consequently, most corporations are today engaged in some form of Corporate Social Responsibility (CSR). This phenomenon lacks a universal definition but ranges from charitable donations to demonstrating full compliance with legal frameworks to the public, and contributing to society both economically, socially and environmentally (Hopkins 2007; Brammer et al., 2012).

In the recent years emphasis has been put on the importance for companies to integrate CSR into their business models and daily business operations to achieve sustainable development (United Nations, 2013d). However, there have been concerns regarding the potential of such CSR activities that are used as a tool for driving development. This concern is based on the notion that many corporations continue doing 'business as usual' while engaging in CSR on the side (United Nations, 2013d). With regards to this study, the SLSD is therefore an important initiative to study as the participating companies agree to take leadership to incorporate activities linked to decent job creation and decreasing corruption into their business models to achieve sustainable development.

Concerning the objective of decent job creation, according to Thore and Tarverdyan (2009), improvements in employment conditions are one of the most effective means for achieving the MDGs. Moreover, decent work constitutes an important part of the sustainable development agenda, partly because of its focus on social righteousness and because of the encouragement of sound labor standards. In addition, decent work is regarded as an important means for driving social and economic development (Bell & Newitt, 2010; Thore & Tarverdyan 2009).

SIDA and the companies participating in the SLSD have also committed to take leadership in the fight against corruption. In 2010, the MDGs Review Summit identified corruption as one of the biggest barriers to achieving the MDGs. Similarly, Otusanya (2012) states that corruption has a reverse effect on both economic and social growth as it drains resources from social and economic investments. Moreover, corruption has a negative impact on economic performance as well as the poor since it excludes them from social activities and thus gives rise to societal inequalities and an erosion of trust (Otusanya, 2012). Big efforts for removing this obstacle are therefore key in order to create sustainable development.

As mentioned, according to the UN, a progression within the area of sustainable development calls for a new approach with focus on long-term strategies and multi-stakeholder cooperation at the international level as one actor cannot tackle the challenges linked to the sustainable development alone (UN, 2013d). Consequently, in recent years, there has been a significant spread of so called public-private partnerships (PPPs) at a global scale.

In this light, looking at the challenges laying ahead for reaching the MDGs and decreasing poverty, it could be argued that it becomes highly important to identify the key factors that contribute to successful multi-stakeholder cooperation with regards to creating decent jobs and decreasing corruption in order to progress on sustainable development.

The purpose of the study

This study will examine the cooperation between the public aid agency SIDA and the private sector in their efforts to achieve the objectives that have been commonly set by the members of the SLSD. Focus will be on identifying factors that could enable PPPs to produce initiatives that effectively decrease corruption and create decent jobs for contributing to sustainable development. More specifically, the aim of the thesis is to identify key success

factors which draw upon prior initiatives taken by private companies in cooperation with SIDA that help create decent jobs and fight corruption.

Given the major influence that corruption and decent jobs have on the process towards sustainable development, it could be argued that it is key to identify effective ways for public and private actors address these issues. The paper thus attempts to add to existing literature as to what constitute success factors for effective PPPs with regards to fighting corruption and creating decent jobs. Hopefully, this can help to better design PPPs that can effectively contribute to sustainable development.

Research Question

In order to explore ways to collaborate and contribute to the creation of effective PPP-initiatives, a research question has been developed which is stated as follows:

What are the success factors for SIDA and the private sector to cooperate effectively in order to create decent jobs, fight corruption and contribute to sustainable development?

The model presented below demonstrates the components that are going to be examined in order to answer the research question. As previously discussed, the ultimate goal for the SLSD partnership is to contribute to sustainable development, e.g. to produce positive outcomes at a macro-level. However, as indicated by the model, this thesis will investigate how this goal can be effectively achieved by taking a micro-level approach and examine initiatives of individual organisations. To explain the logic behind this choice, we refer to Foss (2010) who states that research within social science often seeks to explain a macro-level phenomenon. However, according to him, it can sometimes be difficult to do so as it is likely that there are a number of alternative explanations of the phenomenon in question at lower levels which a macro-level analysis cannot reject or confirm (Foss, 2010). Based on this fact, it could be argued that it becomes relevant to investigate the area of study at the micro-level to understand its potential effects at a macro-level.

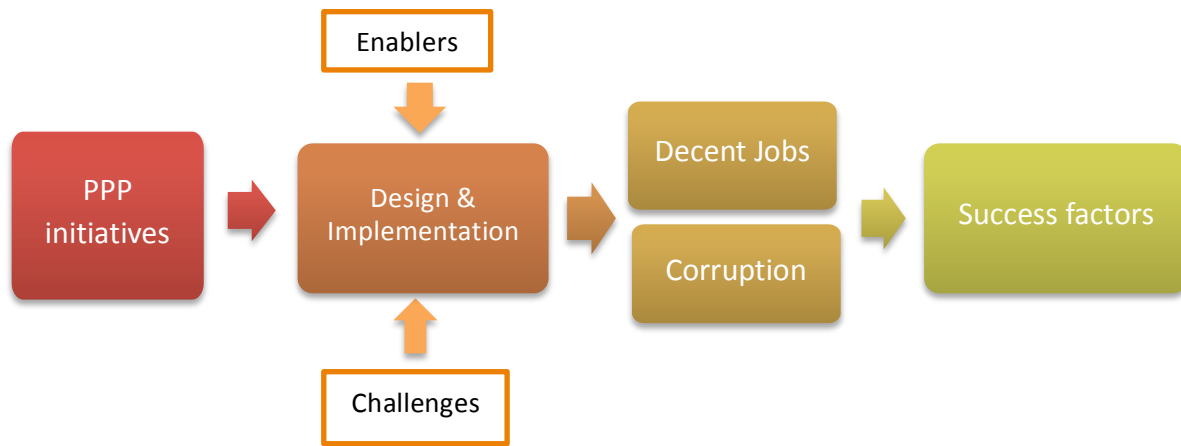


Figure 1. Micro-model of the study.

Delimitations

Due to its limited scope, this study will not be able to cover all the areas and objectives of the SLSD initiative. As indicated by the research question, focus will be put on how SIDA and the SLSD can cooperate to achieve the two objectives creating decent jobs and fighting corruption. The selection of participants representing SIDA will therefore be limited to the focal points of the two groups that focus on decent jobs and fighting corruption. Also, given the large number of members of the SLSD, the study will not examine how SIDA could best support each individual firm. Instead, a limited number of corporations (e.g. two), representing different industries, from which broader conclusions potentially can be drawn, have been selected for the investigation. Moreover, the study has been delimited to not include investment companies in the SLSD. Instead, it focuses on companies selling goods and has therefore incited Volvo and Tetra Laval to participate in the investigation. The two major Swedish companies are well established in their respective industry, have many operations in Developing Countries (DCs), and are thus considered to be suitable objects of analysis for this examination.

2. Literature Review

In order to provide a better understanding of the area of study, this chapter will review literature covering the entrance of the private sector into the area of development, including the phenomenon of PPPs. Furthermore, the section also explores literature on how to progress on sustainable development through decent job creation and fighting corruption.

The Global Aid Agenda – towards new goals and partnerships

This section provides a background to the increasing emphasis on and need for cross-sector and cross-border cooperation for achieving the MDGs and sustainable development on a global scale. The section also gives an explanation for the reasons behind the establishment of the partnership between SIDA and the private sector, as well as why they have agreed on cooperating to fulfil their four distinctive goals.

Since the establishment of the MDGs in 2000, the world has made a lot of progress with regards to improving people's lives. The MDGs consist of eight explicit goals that were set to be achieved by the year of 2015, and they include: 1) Eradicate extreme poverty and hunger; 2) Achieve universal primary education; 3) Promote gender equality and empower women; 4) Reduce child mortality; 5) Improve maternal health; 6) Combat HIV/AIDS, malaria and other diseases; 7) Ensure environmental sustainability; and 8) Global partnership for development (United Nations, 2013e).

Since the formation of the MDGs, global collaborations between governments, the UN, civil society and the private sector, in combination with technological advances, economic development and improved policies, have managed to reduce the number of people living in extreme poverty by half (United Nations, 2013d). However, it is estimated that when the MDGs expire in 2015, more than one billion people will still be living in extreme poverty. According to the UN (United Nations, 2013a) as a result of this, inequality and social exclusion will continue to spread and constrain the process towards economic, social and environmental development. It has been discovered that some of the reasons why the world is moving in the wrong direction are the focus on short-term goals among authorities, and an inability to access information from which long-term and sustainable strategies can be developed (United Nations, 2013a).

In order to address the remaining challenges with the MDGs and decreasing poverty, the UN has called for a multi-stakeholder effort to develop and implement a new global operational framework that enables key actors to move away from the short-term oriented, unsustainable ‘business-as-usual’ trajectory and instead direct attention to developing and implementing long-term strategies and solutions that contribute to Sustainable Development (United Nations, 2013b). According to the United Nations Development Programme (UNDP), joining private and public forces for spurring development will benefit not only poor people but also the actors that engage in this as well (United Nations Global Compact, 2010). The inclusion of poor people in companies’ supply chains is believed to generate increased incomes, more skills, empowered communities, improved productivity and quality of life, as well as cost savings and freedom of choice and voice (United Nations Global Compact, 2010). On the business side, corporations might benefit from strengthened competitiveness through for example increased possibilities for building new markets, strengthened supply chains, improved reputation, innovation and the ability to retain employees which according to the UN are potential consequences of including the poor in their business (United Nations, 2010). Therefore, involving the private sector as in SIDA’s initiative of the SLSD is considered to be key for multi-stakeholder cooperation that aims to promote sustainable development in addition to traditional development programmes.

Sustainable Development

As presented above, the overall goal with both the global efforts and the SLSD partnership is to contribute to sustainable development. For the purpose of providing an in-depth understanding of what this PPP aims to achieve, this section will review literature on the concept of sustainable development and its dimensions, and illustrate in what way corruption and decent job creation are linked to this phenomenon.

Sustainable development is a broad term which encompasses many aspects. It was first introduced in the Brundtland Report from 1987 and is referred to as *“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs”* (United Nations Commission, 1987, p. 7). The definition highlights the concept of ‘needs’, which concerns the needs of the poor for which particular attention should be given jointly by all nations (United Nations Commission, 1987).

The UN conceptualizes sustainable development as being comprised of four interlinked dimensions: economic development; environmental sustainability; social inclusion and gender

equality; and good governance (United Nations, 2013b). In broad terms, economic development concerns making economic improvements for the future and thereby ending extreme poverty. Social development can on the other hand be categorized into measurable standards, such as social protection, adequate wages and health and safety coverage, and enabling rights which concern freedom, non-discrimination, the possibility to have control over one's own life and the like (Bettioli, De Marchi, Di Maria & Micelli, 2011). These categories are reflected in UN's definition of social inclusion and equality, which is: "[...] *all individuals have equal opportunities to share in progress, are treated equally before the law, and have equal access to public services*" (UN, 2013b, p. 5). According to the UN, improvements in one dimension can only be made if substantial progress is made within the other dimensions simultaneously.

With regards to the fourth dimension, Grindle (2007) posits that there is a correlation between good governance and development. In line with this, other scholars (see for example Folke & Nielsen, 2006) claim that good governance is a prerequisite for development and it has therefore come to be regarded as an important means for achieving desirable and sustainable outcomes. Governance concerns the way public power is exercised and an interest in this phenomenon started to grow from the notion of the negative effects that state capture, weak accountability and the like have on state capacity and development effectiveness (Fritz & Menocal, 2007). Consequently, the so called *good governance* agenda, which puts focus on democracy, accountability, institutional standards and human rights, has come to play an important role in policy thinking (Fritz & Menocal, 2007; Buse, 2004). The agenda emphasizes important goals linked to development that need to be reached and includes minimum standards that states should live up to. However, there are a number of preconditions that a country needs to have in place in order for the good governance agenda to work efficiently (Commission for Africa, 2005). These include: responsiveness referred to as the degree to which the government listens to its people's wants and acts on it; capability, e.g. the extent to which the government has the financial resources; and accountability which concerns the process by which people have the ability to hold the government accountable (Commission for Africa, 2005).

Sustainable development and decent jobs

Improving employment conditions is considered to be one of the most effective means for creating sustainable development (Thore & Tarverdyan 2009; ILO, 2007). The emphasis on, and belief in the potential of decent work is also reflected in MDG1 which concerns full and productive employment as well as decent jobs for all (Bell & Newitt, 2010). With regards to the focus of this thesis, this section will explore the link between sustainable development and decent job creation.

The International Labour Organization (ILO) defines decent work as "*acceptable quality*" where the quantity of employment cannot be separated from its quality. Quality is here meant as different forms of work and different conditions, and includes feelings of value and satisfaction (Thore & Tarverdyan, 2009). In addition, decent work encompasses a fair income, social protection for workers and their families, and an employment which: offers prospects for personal development and encourages social integration; gives people the opportunity to express their concerns; enables them to organize and to participate in decisions that affect their lives; and guarantees equal opportunities for equal treatment for all (ILO, 2013). Hence, decent work is concerned with the possibility to work under conditions of freedom, equity, security and human dignity (ILO, 2007). Key indicators for decent work were established in 2002 and include: quantity with the total gainful employment in a country; quality with social protection measured as absence of poverty; and non-discrimination of gender equality (Thore & Tarverdyan, 2009).

Even though decent work has been included in the MDGs, this important factor has not had high visibility or been prioritized in policies and programs developed by bilateral and multilateral donors or governments (Bell & Newitt, 2010). Bell and Newitt (2010) point out that several multilateral donors have highlighted the importance of economic growth. However, according to them, such initiatives and focus do not automatically lead to better and more jobs (Bell & Newitt, 2010). This can be illustrated by the large amount of people working in the informal sector which is characterized by insecure conditions and inadequate incomes compared to jobs in the formal sector (Bell & Newitt, 2010). In addition, according to Nunnenkamp (2004), Foreign Direct Investments (FDI) help to improve the welfare of workers in developing countries by increasing the demand for staff and by paying higher wages than what exist locally. However, Nunnenkamp (2004) also states that relatively skilled workers may benefit significantly more than unskilled workers since foreign investors often use more advanced production technologies than local firms operating in the same sector. FDI

is therefore many times limited to the relatively skill-intensive sectors. Hence, the labour demand by foreign investors is biased towards skilled workers rather than unskilled and thereby does not benefit the poorest and unskilled segment of the population (Nunnenkamp, 2004).

Several concerns related to decent jobs have also been raised regarding the increasing trend of outsourcing from Western to developing countries (DCs). Outsourcing often includes corporate social responsibility initiatives that are frequently manifested in corporate codes of conduct, which cover working conditions, salary, safety regulations, insurance and the like (Barrientos, 2005) with which the buyers' suppliers shall comply if wanting to receive any orders. Some question the applicability of these codes as they often are based on universal ethical standards that might not always go hand in hand with the values and conditions of the context in which they are to be implemented (Lund-Thomsen & Nadvi, 2010). In accordance with this argument, Newell and Frynas (2007) claim that given the multiple dimensions of poverty, the outcomes of an intervention may differ depending on the type of activity as well as on the context in which they are implemented. Hence, regarding decent job creation, what may work in one situation or context may not work in another. Opponents therefore question whether the behavior of multinational firms can contribute to sustainable development.

Bell and Newitt (2010) state that it is difficult to generalize the best way to promote decent employment due to the differences in economic structures, labor markets, institutional arrangements and political situations between countries. Some common challenges for creating decent jobs have been identified and these include: ensuring that economic growth strategies and donor strategies are targeted to optimize employment; ensure employment creation in the formal economy as well as consideration of working conditions and economic security; create clearer links between social protection programmes and labor market strategies; and explain business cases for safeguarding labor standards and promoting a social dialogue within private sector development programmes (Bell & Newitt, 2010). Given the multitude of challenges, emphasis has been put on the importance of linking decent work to programmes and seeing decent work as a cross-cutting issue, as well as taking into account the specific circumstances and the culture of the country in which the programmes are implemented.

More specifically, bilateral donors can address decent work through the integration of existing policies, communication and information sharing (Bell & Newitt, 2010). Such activities

include internal and external awareness raising through publications, seminars and training (Bell & Newitt, 2010). Furthermore, with regards to the business sector, international companies are suggested to support programs that build the capacity of their suppliers to develop effective human resource structures (Bell & Newitt, 2010). ILO states that supporting the private sector is highly important for development as it spurs both growth and employment opportunities. According to Bell and Newitt (2010), it is therefore of great importance to highlight and work to move workers from informal to formal employment and at the same time recognize the need to improve the current working conditions in the formal economy and create jobs for the poor. The fact that it is estimated that 90 % of the jobs in the developing world is within the private sector illustrates the need to do something about this (Bell & Newitt, 2010).

Sustainable development and corruption

In contrast to decent work, corruption is considered to constitute one of the main obstacles for achieving sustainable development. Doing business in DCs may give rise to many challenges for multinational enterprises since poverty and unequal business conditions are two restraining factors that most often create political and economic instability, encourage corruptive behaviour, give rise to higher costs for doing business and hence lead to a reluctance to invest and operate in poor countries (Hopkins, 2007). Corruption is thus a serious barrier to effectively mobilize resources since corruptive actions divert resources that are vital for poverty eradication and sustainable development (UNDP, 2011). Despite the several anti-corruption campaigns by the UN and other recognized institutions, corruption remains near historical levels in most DCs (Lawrence & Beamish, 2011). Similarly, the Center for International Private Enterprise (CIPE) reports that corruption is the most harmful to economies in DCs (CIPE, 2011).

There are several competing views on how corruption should be defined. It can take many different forms, ranging from fraud such as manipulating receipts and international transactions, to bribery, cartels, nepotism and other illegal deals (Smith, Gruben, Johnson & Smith, 2013; CIPE, 2011; Degnbol-Martinussen & Engberg-Pedersen, 2003). The UN Global Programme Against Corruption defines corruption as the “*abuse of power for private gain*” which is the most commonly used definition of corruption since it covers many corrupt acts and relationships (Lawrence & Beamish, 2013, p. 132). However, if looking at more detailed aspects of corruption, it can be categorized into two types; political and bureaucratic

corruption (Kolstad & Wiig, 2009). The former concerns the abuse of power among top politicians who are in charge of regulating society and developing laws, whereas bureaucratic corruption is exercised by those who implement the public policies. This conceptualization of the phenomenon is considered to belong to the earlier literature on corruption which limits it to the public sphere (Otusanya, 2011).

Another group of scholars argues that corruption takes place at other levels in society as well, thus suggesting a broader definition of the term (Otusanya, 2011). Zakiuddin and Haque (as cited in Otusanya, 2011, p.389) define corruption as:

“[...] a complex set of processes involving human behavior and many other variables, some of which are difficult to recognize or measure. Even though corruption manifests itself as a force on its own and often generates its own momentum, it is linked to many other factors [...].”

Hence, corruption is according to them grounded in the unethical behavior of different people in society. This assumption is supported by other scholars and institutions who claim that corruption takes place both in the public and private spheres as well as in the interface between the two (Otusanya, 2011, p. 389; Som, 2009, p. 278).

With regards to its connection to development, corruption has a negative effect not only on governance, but also on the other dimensions by which sustainable development is constituted. Weak governance is a result of a bad political and economic climate which is characterized by a lack of enforcing government policies and widespread corruption (Doig, Watt & Williams, 2007). Concerning its economic impact, it is believed to cause severe harm on economic performance, productivity and investments, and thus to give rise to economic inequalities. It is also considered to be a social impediment to development as it creates gaps in political rights, encourages unethical behavior, privileges people on the basis of their status and ability to influence rather than their accomplishments, and excludes poorer people from social activities (Smith et al, 2013; Otusanya, 2011). In addition, it has been discovered that drained resources in social investments lead to a decline in average life expectancy, high child mortality rates, eroded trust and solidified inequalities (Otusanya, 2011).

Regarding the effects of corruption on business, Lawrence and Beamish (2013) argue that corruption encourages individuals and firms to avoid transactions with unfamiliar parties, especially those that include economic institutions and are managed by governments. They further state that by avoiding such market-based institutions, the individuals and firms

operating in such contexts are forced to internalize more of the cost of negotiating, regulating and enforcing the terms of contracts (Lawrence & Beamish, 2013).

With regards to the private sector and fighting corruption, Rose-Ackerman (2002) claims that companies owe obligations to the political-economic systems in which they operate, and that these obligations should go beyond profit maximization. Companies should not engage in corruptive practices that undermine market efficiency and democracy (Rose-Ackerman, 2002). Similarly, CIPE postulates that private companies should engage in activities to decrease corruption as this behaviour will also affect themselves since they in the long-run may suffer from higher costs, greater insecurity and unfriendly business climates (CIPE, 2011). Large multinational companies should therefore use their leverage to contribute to a country's long-term growth prospects since supporting the country's efforts to reduce the incidence and level of corruption might also benefit their own business (Rose-Ackerman, 2002).

The UN Global Action Against Corruption states though that no institution or sector can fight corruption in isolation. Corruption is, as mentioned, considered to be a serious barrier to effective mobilization of resources as this behaviour diverts resources that are vital for poverty eradication and sustainable development (UNDP, 2011). Therefore, a collaborative approach, involving all institutions such as supreme audit institutions, public prosecutions, the police, financial oversight institutions, public administrations, the private sector as well as the civil society - both at the national and the international level - needs to be adopted in order to successfully address corruption (United Nations, 2003).

According to Rose-Ackerman (2002), the international business community is also beginning to recognize the cost of corruption for the global investment environment. Moreover, Rose-Ackerman (2002) argues that international business could contribute to the effort of decreasing corruption by providing funds and technical assistance to countries interested in reforms to fight corruption. International partnerships and leaderships such as the UN Global Compact are important as these initiatives bring together companies with key stakeholders such as governments, civil society, educators and the UN (United Nations Global Compact, 2011). Cooperation for anti-corruption may furthermore produce changes in institutions and attitudes (Rose-Ackerman, 2002). The public-private partnership the UN Global Compact is therefore important as it brings together key stakeholders and starts a public debate of anti-corruption and empowers people and company owners in countries to take a stand against

corruption in countries where corruption is prevalent. The Global Compact does not have any monitoring mechanisms but includes an accountability framework to protect the integrity of the initiative where the members take a clear stand to promote anti-corruption (Lawrence & Beamish, 2011). However, strengthening accountability and integrity alone is not a sufficient method to prevent and fight corruption. The people also need to be involved, empowered and mobilized in the fight against corruption (Everett, Neu & Rahaman, 2007). Such anti-corruption initiatives include a broad public debate about funding priorities and their social and political implications (Everett, Neu & Rahaman, 2007).

Overall, corruption is a critical obstacle to social development in many countries because of its negative effects on poor people and because it inhibits business growth (Otusanya, 2011). Based on this, in order to proceed on the development agenda, it is key to understand its underlying variables, as well as to identify successful ways for corporations to operate and design effective means to decrease corruption within their operations. Below follows different factors and ways through which anti-corruption can be promoted by private companies and PPPs.

Culture & attitudes

In order to promote anti-corruption, it is important to look at the culture and context in which a company operates. According to Lawrence and Beamish (2013), decreasing corruption very much depends on the understanding of how corruption is organized in a given context or region. This is due to that the maintenance of power and organizational structures of corruption determine its nature and affect how the public officials and private actors spread corruptive behaviour. According to Truex (2010), it has been shown that social norms can reduce the cost of corruptive behaviour. However, the attitudes towards corruption can also differ across regions within a country. To exemplify, the general agreement that large-scale bribery is unacceptable in Kathmandu has a different acceptance of for example gift giving and favouritism (Truex, 2010). Thus, if neighbours, friends, co-workers and parents accept corruptive behaviour, the moral costs of corruptive behaviours are reduced (Truex, 2010).

If looking more specifically at cultures and corruption in organizations, managers need to be aware of dysfunctional cultures where it is more or less acceptable among the employees to engage in wrongdoings (Rose-Ackerman, 2002). Many times, corruptive actions are discrete which makes it hard to detect and see them unless one is fully accustomed with the culture and behaviour in the country and place where the company operates. The key to address the

issues linked to the norm of engaging in corruptive behaviour is, according to Rose-Ackerman (2002), that owners and top managers take a clear stand against corruptive behaviour and make it clear for everyone that their organization will not engage in unethical or illegal actions to increase the company's profitability. Top managers thus need to lead by example, and in addition, build an organizational culture where employees see reporting of wrongdoings as part of their role as an employee (Rose-Ackerman, 2002).

Additionally, as part of building such an anti-corruption culture, it is therefore important that organizations keep account, have external monitoring systems, and establish a culture of transparency. To build such an organizational culture where corruptive behaviour is not accepted, companies must implement clear and well-enforced guidelines and codes of conducts (Rose-Ackerman, 2002). If improper policies and procedures are implemented, corruption can take place in an organization where there is excess discretion, insufficient supervision, or inadequate publicity (Everett, Neu & Rahaman, 2007). To address such issues, auditing can play a significant element in reducing fraud and corruption. However, companies also need to protect their whistle-blower systems and improve their reporting system (Everett, Neu & Rahaman, 2007). Thus, to truly promote anti-corruption, companies should have internal responses that increase transparency and reward employees who resist corrupt blandishments (Rose-Ackerman, 2002). Similarly, Degnbol-Martinussen and Engberg-Pedersen (2003), argue that donors must focus on strengthening a non-corrupt administrative culture and developing preventive procedures compared to previous anti-corruptive strategies such as transfer of responsibility and ownership (Degnbol-Martinussen & Engberg-Pedersen, 2003). Such preventive corruption procedures include the strengthening of administrative organs which are responsible for payments, accounting, and auditing from the donors.

To sum, it is said that the culture and structures of a country or region need to be considered when a company designs and implements a policy or intervention for sustainable development. If anti-corruption is not promoted and included in business operations, both poor people and companies will be affected by the harmful consequences.

Training & education

According to scholars (see for example Kolstad & Wiig, 2009; Nunnenkamp, 2004), education and training is pivotal for increasing the supply of qualified labour in DCs, but also because it could have a positive effect on corruption. Not only does education trigger new ways of thinking, thus increasing productivity and efficiency (Kwok & Tadesse, 2006) but it

is also paramount in order for people to be able to process information and make decisions on the basis of that. When people are able to do so, corruption is most likely to decrease due to increased awareness as potential abuse of power is then more likely to get noticed (Kolstad & Wiig, 2009; Svensson, 2005). In addition, corruption can also be decreased by better education and training since it is linked to press freedom. Consequently, if education is improved it could have a stronger positive effect on other variables that are linked to decreasing corruption (Kolstad & Wiig, 2009). The arguments about the positive effects of education on corruption are further supported by empirical studies which have found that countries characterized by high levels of corruption have, based on the number of years of schooling, low levels of human capital (Svensson, 2005).

The private sector and sustainable development

Based on what has been brought up, the corporate sector is regarded to play an important role in the process towards achieving sustainable development. However, with regards to PPPs for development, e.g. the focus of this paper, it becomes important to have an understanding of the changes in society that have given the corporation this new role which explains its entrance into the area of development.

Traditionally, the main responsibility for the development of a country has been in the hands of the state. According to Degnbol-Martinussen (1994), a state-led development strategy has been based on creating linkages between the state and society through the development of formal institutions that reach out to the citizens, and the usage of the state as an 'engine' for development and a central tool for planning and distribution. However, sceptics of this strategy have criticized it for being based upon the assumption that the state is a rational player that always acts in the interest of the whole society, which may not always be the case. Many DCs have for example undemocratic traditions and ideologies that lack legitimacy, and commonly accepted principles that could hamper the process towards democratic development (Degnbol-Martinussen, 1994). Additionally, less developed countries may neither have the financial means nor the technical and administrative capacity needed in order to shoulder complicated tasks linked to development. Hence, many question whether all states have the willingness and the ability to create development on their own.

Consequently, along with global regulatory changes such as the liberalization and privatisation of markets, the traditional view of the role of the state has come to be challenged by other views. The decreased confidence in the capacity of the state have limited its role and

given other actors, such as the business sector, the opportunity to gain more influence in society and become an engine of growth (Som, 2009; Newell & Frynas, 2007).

In the past, the role of business was to provide customers with products and services that meet their wants and needs, to sell these at a competitive price, and to make profits while operating within the legal boundaries (United Nations Sustainable Development Solutions Network [UNSDSN], 2013). However, as productive creators of employment and innovations, businesses are today considered to be important drivers of economic growth which can contribute to improved living standards and poverty alleviation (UNSDSN, 2013; Kolk & van den Buuse, 2012; Barkemeyer, Holt, Preuss & Tsang 2011). However, there is also a growing concern about private companies' negative societal and environmental impact in society. Therefore, given the increased demand for transparency, greater media exposure and pressure from investors and other stakeholders, the private sector is not only considered to *be able* to drive growth, but it is now also *expected* to take on a bigger responsibility towards its citizens and the environment in which it operates (Brammer, Jackson & Matten, 2012; Idemudia, 2008). This responsibility covers solving environmental and social problems linked to for example health, pollution, infrastructure and education (Kolk & van den Buuse, 2012; Som, 2009; Newell & Frynas, 2007). Hence, the welfare of a nation for which the state previously was held responsible, has now become more and more dependent on the corporate sector (Kolk & van de Buuse, 2012).

The private sector's potential to contribute to Sustainable Development

With regards to the debate about the potential of the corporate sector to contribute to sustainable development, and for the purpose of examining PPPs for development, it becomes necessary to look into how corporations practically work with this issue and review discussions about the potential of their initiatives to contribute to sustainable positive change. Literature on FDI and CSR provides not only additional explanations to those that have been brought up as to why corporations are regarded as engines of growth and have become engaged in development, but it also gives rise to an interesting discussion regarding if such initiatives do serve their purpose, and in that case how. An understanding of such issues is by the authors considered important in order to identify proper ways for the private sector to operate in a PPP.

Foreign Direct Investments (FDI)

Lately, many DCs have opened up to FDI since it is said to contribute to the mobilization of domestic resources and thus plays an important role for economic growth (Nunnenkamp,

2004). It has been found that FDI, which concerns investments that multinational firms make outside their own national borders, can offer potential benefits to the poor since well-developed linkages between foreign firms and local actors may generate employment opportunities, higher wages, upgrading and so forth.

However, in their study, Nunnenkamp and Spatz (as cited in Nunnenkamp, 2004) found that DCs that are characterized by weak institutions not only receive less FDI but they also miss out on the (potential) positive growth effects of FDI under such conditions. To exemplify, if there is a large technology gap between the host and home country, and if the host-country lacks qualified labour, it is not likely that FDI will lead to positive growth. Their conclusion was therefore that countries need to have reached a minimum level of economic development before they can enjoy the benefits of FDI and growth (Nunnenkamp, 2004).

Consequently, in order to generate positive effects, FDI should include initiatives that contribute to the development of investment-friendly policies, an administrative framework for better growth and hence the development of local markets and institutions (Nunnenkamp, 2004). The following aspects should, according to Nunnenkamp (2004), be taken into consideration to spur growth: better training and education that add to the supply of qualified labour; the development of more sophisticated local financial markets; institutional development in the form of protection of property rights; control over corruption; and efficient administration as these regulations may better enable the host-country to absorb and make use of the benefits of FDI (Nunnenkamp, 2004). With regards to this, Nunnenkamp's arguments can be related to the fourth dimension of sustainable development, e.g. good governance, which is presented above, and Grindle's (2007) argument about the correlation between this variable and development.

Corporate Social Responsibility (CSR)

Another phenomenon which has become a frequent topic of discussion in the development debate is CSR. According to Idemudia (2008) the CSR agenda marks a shift in focus away from the government to the business sector. The (new) role and responsibilities of private companies are further reflected in the multiple definitions of CSR that exist. To exemplify, the European Commission (2013) states that for corporations to behave in a socially responsible manner, they

“[...] should have in place a process to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders” (European Commission, 2013).

Consequently, although there are skeptics of CSR who support Milton Friedman’s argument that the ‘business of business is business’, e.g. that its sole responsibility is to maximize the profits for its owners (Carroll & Shabana, 2010; Newell & Frynas, 2007), there is an increasing pressure on companies to take responsibility for development and to include social responsibility in their business models. More specifically, an increase of public awareness and stakeholder pressure to engage in sustainable development which have pushed many companies to engage in their own development initiatives. With regards to this study, when looking at CSR initiatives taken by the private sector, it is important to recognize the many different types of activities that private companies are involved in to identify key initiatives that may decrease corruption and create decent jobs. Hopkins (2007) differentiates between three types of CSR activities that companies often engage in; type I - charitable donations, type II - development inside the reach of the company and type III - activities to promote sustainable development. Type I and II activities include the traditional philanthropy of donations for a “good” cause, and the development of products adapted to DCs but where companies may take advantage of cheap labor and natural resources in a way that directly impacts their profitability. In contrast, type III activities include the promotion of sustainable development and anti-poverty. Such activities do not immediately impact a company’s profits but are carried out to enhance its reputation and more importantly to contribute to wider development activities.

Although it has been commonly accepted and expected that the private sector should take on a social responsibility, its role, obligations and the *ability* of its CSR initiatives to create sustainable development are frequently discussed in the CSR debate. On the one hand, there are those who see CSR as a win-win solution. The arguments in favor for CSR initiatives are for example that companies will not only benefit the ‘targets’ of their CSR activities but also create a healthy and viable climate for themselves and the opportunity to improve their brand reputation which they will benefit from in the long run (Carroll & Buchholtz 2009 in Carroll & Shabana, 2010, p. 89; Carroll & Shabana, 2010; Som, 2009). These benefits that such activities could give rise to are often brought up in the discussion about the ‘business case’. The emergence of this phenomenon is a result of the underlying assumption that CSR initiatives can contribute to improving the environments in which businesses operate, and that

this in the long run would benefit the corporations themselves. Today, many argue that engaging in society is a way for the private sector to exploit the potential economic and financial benefits that may be derived from such activities (Carroll & Shabana, 2010). Carroll and Shabana (2010) present Kurucz et al. (2008, pp. 85–92 in Carroll and Shabana, 2010) who claim that companies engage in this in order to 1) reduce risks and costs 2) gain a competitive advantage 3) enhance reputation and legitimacy and 4) seek win-win outcomes through synergistic value creation. A survey conducted among senior managers of 140 US firms in 2002 confirms this as the results revealed that of the 75% who had implemented CSR practices, 90% were motivated by enhanced reputation, 73% by cost-savings, and 75% by gaining a competitive advantage (Kakabadse, Rozuel & Lee-Davies, 2005, p. 297).

On the other hand, there is an increasing doubt about the ability of CSR to fight poverty and pave the way for *sustainable* development. One major issue that the UN (United Nations, 2013d) and other players have started to point out is the fact that many corporations tend to keep CSR as an activity outside its core operations. This business as usual-trajectory is said to be colored by policies that neither apply well to developed countries nor to DCs, and hence does not address the challenges linked to sustainable development (United Nations, 2013b). Therefore, there is an increasing recognition that this trajectory needs to be replaced with long-term strategies where CSR activities are integrated into the companies' daily operations and business models (United Nations, 2013d). In order for this to be done and for sustainable development to be achieved, the UN has started to promote multi-stakeholder cooperation as an effective means for addressing such challenges.

Multi-stakeholder cooperation

States and the private sector are not the sole actors that engage in the fight against poverty. During the past 60 years, the UN has worked to help nations work together to improve the lives of poor people, to conquer hunger, disease and illiteracy (United Nations, 2013c). However, seen economically, the entire UN system is a small organization with total operating expenses that will amount to around 18 billion USD a year by the end of 21st century (Hopkins, 2007). In comparison, Google had a market capitalization of around 220 billion USD in 2007 (Hopkins, 2007). Hence, the organization has limited resources and its positive impact on development is therefore not sufficient. This is also the case for many other international organizations which, during the past decades, have experienced a drastic cut in resources aimed at development (Börzel & Risse, 2002). This implies that the UN and other multilateral agencies cannot end poverty and fight underdevelopment by themselves

either due to their limited capacity for making substantial changes (Hopkins, 2007). Consequently, given the increasing emphasis on good governance and sustainable development, as well as the recognition that one actor is not able to shoulder a responsibility of this kind on its own, new forms of development cooperation such as the formation of partnerships across sectors at an international level have started to take form.

The phenomenon of Partnerships within the area of development

A partnership can be described as a relationship between two or more actors that work together to achieve common goals (Geldof, Grimshaw, Kleine, & Unwin, 2011). The term has gained ground within in the context of international aid and has mainly been concerned with the relationship between an aid donating and an aid receiving country. Earlier, the concepts ‘donors’ and ‘recipients’ were frequently used within this area, but along with the recognition of the importance of mutual accountability and recipient ownership the appropriateness of using such terms has lately come to be questioned (Geldof et al., 2011; Hyden, 2008).

The emphasis on mutual involvement and ownership in a partnership constellation evolved as a result of discovered failures in the outcomes of aid and development projects. Scholars (see for example Schulpen & Gibbon, 2002) have noted that these failures are often caused by the usage of standardized development interventions by donors that do neither include the recipients themselves in the process, nor take the specific contexts into consideration. Consequently, it has been acknowledged that in order to achieve desired outcomes and sustainable development, changes in both the processes and the roles of those who are involved need to be made. Many therefore call for a new approach where focus is put on building state capacity. A number of scholars (see Kolstad & Wiig, 2009; Andersen & Therkildsen, 2007; Degnbol-Martinussen & Pedersen, 2003) point out that building state capacity requires that aid donors should, instead of being in charge of the intervention, take on the role as partners and support the recipients who should have the ownership of the development plan.

Consequently, in later years, a new agenda has emerged. However, this one is not only concerned with the partnership constellation between donor and recipient *governments* but has incorporated a range of stakeholders that are regarded as important actors for driving development (Geldof et al., 2011). Partnerships can therefore nowadays take many forms, including multi-stakeholder partnerships, which concern partnerships between different types

of stakeholders, tri-partnerships and the partnership between private and public actors with which this study is concerned, namely public-private partnerships (PPPs).

Public-Private Partnerships

There is no universal conceptualization of a PPP in academic literature (Kristensen, McQuaid, & Scherre, 2012; Khanom, 2010; Bergvall, 2008). Khanom (2010) postulates that the existence of a multitude of different definitions is due to the fact that they all highlight different aspects of the constellation. Some of them tend to focus on the benefits and risks that are associated with the PPP, whereas others direct attention to its long-term and cooperative nature, or the specific activities performed by the actors. For example, the International Monetary Fund (IMF) defines PPPs as *“arrangements where private sector supplies infrastructure assets and services that traditionally have been provided by the government”* (International Monetary Fund, 2004, p. 4) whereas the Organization for Economic Cooperation and Development (OECD) conceptualizes a PPP as *“a long term agreement between the government and a private partner where the service delivery objectives of the government are aligned with the profit objectives of the private partner”* (OECD, 2011, p. 3).

The perception of what a PPP entails also seems to differ between nations. Korea for example, defines a PPP as *“[...] a project to build and operate infrastructure such as road, port, railway, school and environmental facilities – which have traditionally been constructed and run by government funding – with private capital, thus tapping the creativity and efficiency of private sector”* (OECD, 2011, p. 4). This indicates that a PPP in Korea is mainly concerned with projects regarding the provision of infrastructure. In comparison, in a Swedish study where 64 public institutions and their partnerships with private actors were examined, a PPP was defined as *“an arrangement between a municipality and one or more private firms where all parties involved share risks, profit, utilities and investments through a joint ownership of an organization”* (Collins, 1998 in Greve, 2003, p. 61). Hence, these two examples also seem to confirm Khanom’s (2010) idea that the existence of a vast number of definitions is due to the focus on different aspects of the partnership.

With regards to this, on the one hand there are those who seem to be less concerned with the lack of a generic definition, postulating that there is no need to put effort into coming up with a specific definition since most agree on that a PPP is generally concerned with some sort of cooperation between a public and a private actor (Khanom, 2010). On the other hand, some claim that limiting the definition to include only these two players does not provide a clear

picture of the partners. It also makes it difficult to specify what a PPP truly constitutes. The argument is that given the great variety in the set up and actors involved - ranging from cooperation between a government and a multinational company, to a government and a local store - the ability to categorize or make a distinction between private and public actors may differ between people (Unwin as cited in Geldof et al., 2011). Unwin (as cited in Geldof et al., 2011) therefore suggests the usage of the term ‘multi-stakeholder partnership’ when referring to cooperation between public and private institutions as this term much better acknowledges the varying nature of these partnerships. He also stresses the need to abandon narrow perspectives and instead take a broader stance and take into account other important actors, such as non-profit organizations (NGOs) that are able to make a contribution as well. In line with these arguments, the Federal Ministry for Economic Cooperation and Development (BMZ) notes that the existence of a multitude of definitions has resulted in an inflationary and inaccurate use of the term partnership (BMZ, 2011).

Although it should be mentioned that BMZ provides a separate definition of PPP (see BMZ, 2011, p. 10), it has, based on a thorough analysis of existing literature, come up with the following definition of *development cooperation* which the authors consider fits this study:

“Cooperation projects between actors from the public sector, the private sector and civil society in which the organizations involved cooperate transparently and as equals, in order to achieve a joint objective for sustainable development. To this end the partners use their complementary competencies and resources, and agree to share the risks and benefits of the project” (BMZ, 2011, p. 5).

With regards to the emphasis on cooperation, Grossman (2012) states that the ability to manage this is key for creating a bridge between business and the public actor. In addition, the Commission of the European Communities (COM) has identified a number of factors that characterize a typical PPP and the roles of those involved – many of which are reflected in the definition above:

- A long-term relationship, which involves cooperation between the public and the private partners on different aspects of a planned project.
- The method of funding the project, in part from the private sector, sometimes by means of complex arrangements between the various players.
- The important role of the economic operator, who participates at different stages in the project (design, completion, implementation, funding). The public partner

concentrates primarily on defining the objectives to be attained in terms of public interest, quality of services provided and pricing policy, and it takes responsibility for monitoring compliance with these objectives.

- The distribution of risks where a certain portion is generally transferred to the private partner. The precise distribution of risk is determined case by case, according to the respective ability of the parties concerned to assess, control and cope with this risk (COM, 2004, p. 3).

The motives for engaging in PPPs for development

As previously discussed, the private sector has come to be regarded as a key contributor to positive change. According to Hopkins (2007), involving this sector is therefore important as its strength and influence can be used to create development. Linked to this, since the early 1990s, a significant increase in the use of PPPs, especially by OECD countries, has been observed (OECD, 2011). For the public actor, one of the main motives for partnering up with the private sector most often concerns the opportunity to easier achieve a particular goal which it otherwise may not have been able to achieve on its own (Geldof et al., 2011).

Natsios (2009) highlights additional reasons that explain the emergence of this type of cooperation. One is globalization which has allowed public authorities to align with more untraditional partners. Deregulations, the elimination of trade barriers and so forth which took place in the 1980's, have allowed public institutions to tap into the expertise and resources of the private sector and thus enabled them to carry out services more efficiently than before which has resulted in more value for money. Another reason is the recognition that many governments in DCs are too fragile and corrupt to spend aid resources well has led to a transformation in the way aid is carried out. Natsios (2009) mentions the US Agency for International Development (USAID) as an illustrating example. The agency has started providing direct funding through contracts and grants to NGOs, educational institutions and business, and thereby increased the accountability, performance, transparency and audits of aid programmes.

Similarly, Flinders (in Muiznieks, 2010, p. 286) identifies comparable causes for the movement of PPPs in particularly the US and Europe. These causes include: the financial crisis in the public sector which has called for alternative funding; an increased mobility of capital which has resulted in a shift in power; and neoliberal influences that have caused an augmented reliance on market mechanisms. In addition, Muiznieks (2010) also highlights the

public desire to benefit from the know-how and methods of the private sector as one of the main reasons for the increase in PPPs. Consequently, there is a worldwide trend in PPP developments where governments increasingly depend on the skills of the private sector (Bult-Spiering & Dewulf, 2007 in Muiznieks, 2010, p. 286).

As an example of the spread of and belief in the potential of PPPs for contributing to sustainable development, the UN and other multilateral organizations have launched several initiatives to inspire and involve the private sector in activities to promote sustainable and positive change. Examples include the UN Global Compact, the Sustainable Development Solutions Network and the cooperation between SIDA and the SLSD with which this paper is concerned. These initiatives are of great importance as the involvement of the private sector is considered to be key to progress on the Millennium Development Goals and the aid agenda.

Regarding the private sector and its motives for engaging in PPPs for development, although some private initiatives are of a philanthropic nature, many companies engage in this type of activity with the hope to increase their market shares, profits and the like and thereby achieving greater business performance (Geldof et al., 2011). The German Development Institute (2005) has found three main reasons why private firms choose to cooperate with public institutions; 1) Many international firms and brands are exposed to scrutiny and criticism to a much greater extent than before, and cooperating with public institutions on development issues is regarded as a good way to gain legitimacy and confidence among the public; 2) Public-private co-financing could cut costs of investments that might improve the firms' business environments and; 3) As with the public sector, cooperation is by many private firms seen as an opportunity to benefit from the partners skills. For example, public institutions can support the private sector in dealing with governments, cultural differences, unions and so forth.

Types and forms of PPPs

There are many types and forms of PPPs, such as the traditional contract which is characterized by a legally binding agreement; co-optation; or the organizational form which resembles a joint venture (Kristensen, McQuaid & Scherrer, 2012; Nascio, 2006; Börzel & Risse, 2002). In addition, PPPs can be found at different levels, ranging from regional partnerships to partnerships between multinational companies and international organizations. As regards development cooperation with which this thesis is concerned, the BMZ (BMZ, 2011) distinguishes between two partnership constellations which fit the above presented

definition of what such cooperation constitutes; *multi-stakeholder dialogue and formal networks*, and *development partnerships with the private sector*.

Multi-stakeholder dialogue and formal networks involve the public and the private sectors as well as civil society actors who drive forward a certain development issue collectively or elaborate on certain proposals with the purpose of forming a certain ground for other cooperation arrangements (BMZ, 2011). A particular characteristic of this type of development cooperation is that it possesses a certain degree of formality and regularity. The formal networks can consist of individuals, groups and organizations which all share a common vision and principles, and carry out the same activities on a regular basis. An example of such a network is the UN Global Compact (BMZ, 2011).

The development partnerships with the private sector are projects which are undertaken either by the private sector and a DC organization, or by the private sector and a public partner in the DC. The reasons for forming this type of partnership are because there is either an overlap of a business interest and a public development policy/interest, or because neither of the actors would be able to achieve the particular objective on their own (BMZ, 2011). An important feature of this type of partnership is the aim to jointly achieve a project objective which is shared among civil society, the private and the public sector, and which contributes to sustainable development (BWZ, 2011).

Overall, these two partnership constellations are just two of the numerous forms of PPPs that exist. However, in general, it can be argued that by joining private and public forces, the potential for a PPP to make a profound contribution to sustainable development can be rather big given that it operates under the right conditions. The next section will therefore review some of the factors that are considered to contribute to the formation of successful PPPs.

Success factors for public-private partnerships

Literature on PPPs has identified a number of critical success factors that ought to be taken into consideration when designing and implementing a PPP. Based on their research, Jeffares, Sullivan & Boivard (2009 in Hodge & Greve, 2011, p. 9) have identified twelve factors that make up an ideal partnership:

1. Purpose is clear, aligned and realistic
2. Availability of appropriate financial and human resources
3. Clarity of motivations, roles, capabilities and contributions
4. Sufficient organisational processes and procedures that foster collaboration

5. Alignment of partners and policies
6. Commitment, ownership and responsibility of partners towards the partnership
7. Partnership is participative and empowering
8. Culture of collaboration trust and openness
9. Presence (and awareness) of cultural transformation, synergy, efficiencies or exchange
10. Defines success monitors and reports its performance
11. Partnership is continually engaging with others, developing and learning
12. Clear attribution of benefits, risks and blame

Trust

With regards to the formation of successful PPPs, Jeffares et al (2009 in Hodge & Greve, 2011, p. 9) states that there also needs to be high levels of trust between the partners. This is because a lack of trust between the partners may lead to misunderstandings, conflicts and delays in the delivery of development aid. This risk increases in cases where very different actors are required to partner up as they might weigh challenges differently and direct attention to different aspects for improving the PPP (Archer & Cameron, 2003). It has for example been discovered that large firms are more likely to acquire specific knowledge on PPPs. This is also the case for public authorities as learning effects are more profound in big public departments due to repeated implementations of PPPs (Kristensen et al., 2012). Hence, experience asymmetries between the partners, confusion caused by the inability to see the benefits with the collaboration as well as to identify proper ways to engage, could result put a spanner into the works for effective collaboration.

Shared vision and incentives for engagement

Moreover, it is recognized that it is paramount that both parties *share the same vision* and fully agree on the objectives and the motives with the cooperation (Accenture, 2013; Jamali, 2004; Archer & Cameron, 2003). Accenture (2013) found that two common reasons why PPPs fail are either because of the partners' inability to agree on the objectives necessary to fulfil their shared vision, or because the goals are too ambitious. In addition, according to Poulton & Macartney (2012), the state often engages in a PPP to take advantage of both the human and the investment capacity, as well as the entrepreneurial spirit and the innovation capacity of the private sector. At the same time, the private sector has its own objectives and will only enter a PPP that will further its own interests (Poulton & Macartney, 2012). Consequently, the public actor needs to be able to, within reasonable cost frames, identify

private sector players with the right motives to enter partnerships with, and structure incentives to encourage the private sector to act in line with the public interest (Poulton & Macartney, 2012). Hence, the objectives should be achievable and commonly agreed on, and the partners should understand their respective role in the fulfilment of them.

Structural, contextual and operational factors

According to Urio (2010), there are strategic, contextual and operational conditions that impact the design and implementation of PPPs. To provide a better understanding of these factors and enablers and how they can affect the PPP, Urio (2010) describes each of them in detail. According to him, the strategic level that influences a PPP is constituted by the political elite or leadership, political parties and public opinion together with the public administration, as well as the other institutions that have access to the political decision-making process. According to Urio (2010), when designing a PPP, it is therefore important to make an analysis of how the political and public administration may affect the PPP. Even if several of these factors have been accounted for when designing the PPP, there are things that can change during the implementation. An example of such a case is political change-overs, which in PPPs concerning health and education often have given rise to complaints about lack of sufficient commitment from the government to the agreements (Poulton & Macartney, 2012). Consequently, if the right political leadership and public administration is not present, politicians may view PPPs as an opportunity for rent-seeking. Therefore, the strategic factors need to be well considered before entering a PPP, and these changes need to be managed in order for the partnership to produce successful outcomes.

Moreover, the contextual level refers to the conditions and factors that need to be considered in the strategy where a PPP project is implemented (Urio, 2010). These factors include the state of the economy, the state of the infrastructure, the globalization of information, the impact of the international organization, as well as the trend of the global economy and the occurrence of special events (Urio, 2010).

Finally, Urio (2010) describes the operational level as the level that comprises technical factors which can offer the private partner the secure institutional and legal environment needed for accepting investment risks. It covers the legal systems, the rules governing the economy, private property, contract law as well as regulations concerning transparency and accountability. In addition, the operational factors that affect the PPP include competencies of

public authorities and local investors that are needed to successfully implement and manage the PPP in the domain where it is going to operate (Urio, 2010).

Consequently, different political opinions, the will, as well as the level of development of the public administration can either give rise to additional constraints or help facilitating the partnership. If such factors and enablers are not considered when designing the PPP, the success and effectiveness of the partnership might consequently be affected.

Successful PPPs: the GDA example and the phenomenon of 'brokers'

The Global Development Alliance (GDA)

The U.S Agency for International Development (USAID) has since 2001 been working on establishing a model for PPPs, named Global Development Alliance (GDA). The aim of the GDA model is to combine assets and experiences of the private sector to leverage their capital and investments, and get access to markets in order to solve complex problems related to development that governments, business, and communities face (USAID, 2013). A study that evaluated the GDA model highlights some positive and negative aspects of the cooperation between businesses and public organizations (USAID, 2008). The study explored how USAID could use the GDA model as a platform to encourage PPPs in countries where enhanced multi-sector collaboration could have significantly positive impacts on development. Some key findings of what contributes to successful partnerships were found, including: improved learning and shared lessons with others; the recognition that business partners value the public organization's local knowledge; development of expertise; networks and the credibility available through the alliances; and that business partners value having a point of contact at a public organization that serves as a development expert, thought partner and champion. Consequently, the GDA model can be used as a platform to encourage multi-sector collaboration that might not otherwise occur, resulting in significant development impacts (USAID, 2008).

Key areas that were identified by the study that called for improvements in GDA public-private partnership included: time; the development from interest to the establishment of a formal relationship; the need for more monitoring and evaluations; and a need to also include an analysis of the result for the beneficiaries and not only one of the partnership and alliance itself (USAID, 2008). It was also reported that the sharing of best practices, information, research and troubleshooting should be improved for better learning and knowledge development (USAID, 2008).

However, it was noted that one of the most comparative advantages that come as a result of using the GDA model is sustainability. By engaging multiple partners and stakeholders in the alliance, and promoting ownership through the design of shared objectives and goals, these initiatives are well positioned to become sustainable (USAID, 2008).

“Brokers” and tools

Furthermore, The UN’s Development Programme (UNDP) has worked on establishing effective tools that can be used for “brokers”, who facilitate partnerships between civil society, the public and private sectors that work with inclusive business with the aim to include the poor into the companies’ supply chains (UNDP, 2010). According to the UNDP, brokers can play an essential role in developing inclusive business models since they understand the world of development and business. Tools that can be used by brokers include raising awareness through conferences, workshops, publications, contributions to existing media and policy dialogues (UNDP, 2010). An example of such awareness raising is the conference hosted by the UN Global Compacts in Egypt in 2009 where several hundred representatives from companies, NGOs and governments met to discuss opportunities and constraints related to the work of including the poor (UNDP, 2010).

Analytical framework

The analytical framework of this thesis has been developed on the basis of the objective of analysis, the “Swedish Leadership for Sustainable Solutions Network” (SLSD) - which draws upon the UN’s global initiative “Sustainable Solutions Network” - and its cooperation with SIDA. To be able to understand the reasons behind the involvement of the private sector in the area of development, as well as its cooperation with the public sector for contributing to sustainable development, two main strands of literature have been reviewed: the entrance of the private sector into the area of sustainable development, and the phenomenon of public-private partnerships. Both these components provide valuable perspectives to the issue which will be investigated but each of them also has certain shortages and neither is alone considered to be able to answer the specific research question of this paper.

Today, the phenomenon of CSR has spread all around the globe and most private firms are in some way involved in activities for ‘a good cause’ that often lay outside their own focus. The literature on CSR provides a good understanding of the reasons and motives of why the private sector chose to get involved in the area of development. However, the impact of, and motives behind these activities have lately given rise to a heated debate where critics consider

traditional CSR activities to be a short-term solution to long-term issues as businesses often engage in these activities ‘on the side’ while continuing doing business as usual. Also, there are those who argue that some initiatives, such as those concerning decent working conditions, are often influenced by Western values and do therefore not always apply to the context in which they are implemented. Their potential for contributing to sustainable development is therefore questioned. Also, the corporate sector is by many accused for using CSR as a means to improve its reputation and mitigating risks rather than being driven by pure social and environmental concerns. Given the doubts that have lately emerged around CSR the existing literature is not considered to be able to provide a specific answer as to how the private sector can work to ensure sustainable development.

Hence, with regards to the objectives of analysis and their particular mode of cooperating for sustainable development, it could be argued that literature on PPPs can complement research and theories that aim to explain the reasons behind these private engagements. This is because this strand of literature reflects the emerging trend of finding alternative methods for achieving sustainable development, and because it can explain the possible reasons behind the establishment of SLSD.

The recognition that that one actor is not able to solve the issues of poverty, corruption and decent jobs on its own has resulted in the development of new frameworks and partner constellations such as global partnerships like the UN Global Compact. Many scholars have identified the possibility for public and private actors to share risks, resources, knowledge and other competencies as one of the main motives for engaging in this type of cooperation. Existing literature can therefore also explain the necessity and benefits of entering a partnership for both actors and thus represents an alternative for dealing with development issues which may make up for the potential shortcomings of for example CSR activities.

In this light, by combining the theoretical strands of business and development, and PPPs, it could be argued that the analytical framework provides a more holistic view of what constitutes effective and efficient cooperation for development across sectors and why it is needed. However, much of the literature on PPPs tends to focus on factors that make up a successful partnership but little research on how private and public actors in cooperation can transform CSR initiatives into concrete practices and sustainable solutions has been done.

Given the shift in development thinking and activities in combination with the existence of a multitude of CSR initiatives, forms of cooperation, goals and contexts, it could be argued that

there are no specific factors for PPPs that have set certain objectives with regards to development to consider in order to succeed with their mission. Therefore it could be argued that it is highly important to identify the specific key factors relating to certain goals and contexts which the actors can make use of in practice to effectively work towards their common goals. This study therefore attempts to add to existing theories as to what constitutes success factors for PPP-initiatives that target corruption and decent job creation to progress on sustainable development.

3. Methodology

This chapter will present the choice of research methods, describe the data collection, and provide a brief presentation of the companies included in the case study. In addition, the validity and reliability of this study will be discussed.

Philosophy of science

According to Easterby-Smith, Thorpe and Jackson (2008) the philosophical orientation that a researcher chooses has a big impact on the research process. For example, the epistemology, representing the researcher's view about the best way to investigate the nature of the world, guides the process of selecting the most suitable methods that are typical for the chosen philosophical paradigm (Easterby-Smith et al., 2008). This study finds inspiration in critical realism. The term 'inspiration' indicates that the thesis will not strictly adhere to this philosophical orientation when selecting an appropriate design and methods for conducting the research. Critical realism is relatively tolerant to the application of different research methods and will therefore be used as a guideline while allowing for the adaptation of complementary methods, mainly those belonging to the relating interpretive orientation (Easton, 2010). The justification for this will be discussed below.

For most philosophical scientists, the ontology, e.g. the philosophical assumptions that they make about the nature of reality, serves as a starting point for their research (Easterby-Smith et al., 2008). Critical realism draws upon the relativist ontology and postulates that the world exists independently of its observers, and acknowledges that social phenomena are concept-dependent (Easton, 2010). This implies that settling for explaining the production of these phenomena is not sufficient but there is also a need to understand and critically interpret and evaluate what they actually mean (Easton, 2010). However, reasoning and interpretation is not separated from, or alternatives to casual explanation, and these can therefore not be ruled out since material change in society has to be explained too (Sayer, 2000). In addition, critical realism implies studying the 'real', which is described by Sayer (2000) as whatever exists, natural or social, including their structures and powers. Moreover, the position acknowledges that components of a study cannot always be examined under controlled conditions since there is a possibility that more than one mechanism operates simultaneously (Sayer, 2010). This is in contrast to the positivist paradigm, which seeks to demonstrate causality and explore reality by experiments that eliminate alternative explanations (Easterby-Smith et al.,

2008). Due to this fact, the investigation must be adapted to allow for an identification of these different mechanisms, and this implies that there are differences in the way the quality of different types of research should be judged (Sayer, 2010). However, critical realism is relatively tolerant to different types of research methods but emphasises that the choice of method shall reflect what the researcher aims to accomplish, meaning that the methods depend on both the objective of study and what the researcher wants to learn from it. It categorizes research methods into two main groups; extensive, e.g. quantitative, using surveys, questionnaires, statistical analysis and the like, and intensive which include interviews with individuals, qualitative research, ethnography and so forth, and is limited to the particular situation which is being studied.

Based on this, the study of the SLSD, and the identification of potential success factors derived from the member corporations' previous experiences with development work, draw upon characteristics from critical realism. However, in order to fully capture and integrate the perspectives of the actors involved in this constellation, some methods that are of a more interpretive nature will also be applied. The justification for taking a 'multiple' approach of this kind is that both critical realism and the interpretive paradigm have certain features that apply to, and can be combined for this study. To illustrate, Sayer (2000) describes that critical realism acknowledges that social phenomena are intrinsically meaningful. Meaning has to be understood, which is why it always includes an interpretive element in social science. The interpretive position seeks to understand actors' individual perceptions of a certain phenomenon by putting focus on interaction and communication (Scotland, 2012).

More specifically, one element of the study is the investigation of how the members of the SLSD conceptualize and understand the partnership and its aim. In addition, since two of the main objectives with the partnership concern fighting corruption and decent job creation, it is critical to examine and identify success factors that enable the partners to together address these issues in an effective way. Moreover, the SLSD is constituted by companies that differ from each other in terms of size, industry and experience of sustainable development-related work. It is therefore important to have this in mind as the conceptualization and structures may differ across industries and by experience, which could imply that the effectiveness of the activities may be industry-specific. Hence, it is key to map and investigate factors that enable both actors to combine skills and contribute to the commonly set goals in order to be able to build a partnership that effectively addresses corruption and decent job creation.

Combining critical realism and the interpretive paradigm could therefore be advantageous for doing so.

Research design

The research design justifies the kind of data which is collected, how this is done, from where and thus provides the most appropriate tools for the study. To study the cooperation within the SLSD with regards to creating decent jobs and fighting corruption, an explorative, qualitative approach has been adopted. Considering the complexity of the PPP across industries and sectors, as well as the fact that this is a new way of working for both parties, the argument for taking an approach with explorative features combined with qualitative methods, is to be able to identify and examine specific factors that may contribute to a successful PPP as these still may not have been identified by the members. The primary research method of this study is thus of qualitative character, making use of multiple a case study. The justification for taking this approach is that it is a common method for investigating how things can be improved (Stake, 2010) which is the aim of the study.

Qualitative research differs from quantitative research in the way that it seeks to examine meanings, descriptions, characteristics and the like, whereas quantitative research is concerned with counting, measuring and analysing potential causal relationships between variables (Golafshani, 2003, p. 597; Berg, 2001). In qualitative research, it is the precision in descriptions and the rigidity in meaning interpretation that correspond to the exactness of quantitative measurements (Kvale, 1996). The approach also applies well to the interpretive methodology which aims to understand and explain the actions of the objectives of analysis from their own perspectives (Creswell, 2009 in Scotland, 2012, p. 12). Hence, by adopting a qualitative method, the study primarily relies on human attitudes and understandings rather than statistical analysis (Stake, 2010).

Case study

The case study is a method which is often used to get a better understanding of certain phenomena, specific practices, as well as their developments (Eisenhardt, 1989). According to Yin (2009), classic case studies consist of an in-depth inquiry about a specific and complex case within its context. Case studies may be used when the conditions appear especially relevant for evaluating highly complex initiatives such as the community, economic development projects or international development (Yin, 2009). In these highly complex cases, each case includes a high number of variables and embraces the contextual conditions. Moreover, case studies may include either a single case or multiple cases, allowing the

researcher to make analyses at several levels, and to achieve various purposes with the research (Eisenhardt, 1989).

In this light, the case study approach is considered to be a suitable choice of research method for this study since its purposes are first to gain insight into how SIDA and the SLSD currently cooperate and then, on the basis of the companies' previous experiences and engagement in development work, to identify potential success factors with regards to fighting corruption and creating decent jobs that may also be applicable to other PPPs. Furthermore, as the intention is to analyse multiple initiatives and potential similarities and differences between sectors, the design will be of a multiple-case character to cover companies representing different industries. Last, the adoption of this technique is endorsed by the critical realist perspective, which considers the case study to be a suitable approach for examining complex phenomena such as networks or organizations (Easton, 2010).

Triangulation

Berg (2001) emphasises that research methods impose certain perspectives on reality, meaning that each and every one of them discloses different aspects of its nature. Therefore, if choosing only one method exclusively, there is a risk that scientists fail to acknowledge other aspects of reality. However, through triangulation where a combination of several research techniques are used to study a certain phenomenon, there is a greater chance of obtaining a 'richer' picture of the issue in question and gaining direct access to reality (Easterby-Smith et al., 2008; Berg, 2001). This study will therefore adopt the method of triangulation by combining a set of semi-structured interviews with written documents on strategies formulated by both SIDA and companies participating in the SLSD, as well as other case studies which have identified success factors for PPPs, and to compare them with the findings of this thesis.

Sample

According to Eisenhardt (1989), the choice of population is pivotal for a study since it defines the objects from which the sample is selected. It also helps the researcher to clarify the domain of the findings. Purposive sampling is one of the dominating sampling methods within qualitative research (Curtisa, Geslerb, Smitha & Washburnb, 2000). It is a sampling technique where the researcher selects the participants in a non-random manner based on certain criteria (Easterby-Smith et al., 2008; Tongco, 2007). Purposive sampling has thus been used throughout this study to secure the inclusion of appropriate participants (Dahlgren, Emmelin & Winkvist, 2007), in this case both public and private participants that are involved

in this constellation. This might allow for an examination of their respective strengths and how to combine competencies and lessons learnt from previous experiences in order to 'extract' factors that could make up a successful PPP for development. Also, the private sector represents a number of industries and companies of differing sizes, practices and experiences. This fact has also been taken into consideration when selecting the objects of analysis, which is why a purposive sampling strategy has been adopted. For this study, the sampling is based on the three following criteria: 1) all of the participants must be engaged in the SLSD; 2) the corporations must represent different industries; 3) the companies should be engaged in activities for decent job creation or fighting corruption in a market where they manufacture or sell goods.

Given the number of companies participating in the SLSD and the limited focus of the study, a sample consisting of two different firms as well as two experts on decent job creation and fighting corruption from SIDA has been considered to be sufficient for the investigation.

Interviews

According to Stake (2010), interviews, observations and examinations of artefacts (including documents) are the most commonly used methods in qualitative research. This study is primarily based upon qualitative interviews with the selected objectives of analysis. As regards the different types of interviews that exist, a face-to-face interview is often the preferred way of conducting an interview because the interviewer does not miss out on any non-verbal cues in the conversation. However, the telephone interview is also considered to be an effective, and sometimes the only viable, means for obtaining relevant data (Berg, 2001). For this study, interviews of both face-to-face and telephone-character have been used. A more thorough explanation of this choice is presented further down.

Yin (2009) distinguishes between three types of interviews. First, during an *in-depth interview*, the interviewer asks the respondents about the facts of a specific matter and their own opinions or insights regarding certain issues. The interview often consists of several sittings. Second, a *focused interview* is much shorter than the above mentioned where broad questions about a certain topic are often posed with the purpose of verifying certain information. Finally, a *structured interview* is often accompanied with a formal survey to generate quantitative data that complement the case study. If applying Yin's categorizations to this case, the interview format could be considered as a mix of the first and the second types since the interviews were single sessions that included some broad questions, but some more

detailed questions about the respondents' own experiences and thoughts were posed as well. Further on, we will refer to this format as a semi-structured interview.

The motive behind using a semi-structured format when interviewing the representatives of SIDA who are responsible for the respective working areas (e.g. decent jobs and corruption), was to get a description of how SIDA cooperates with the private sector. The semi-structured interview does not force the interviewer to strictly follow a specific pattern but allows him/her to adopt a flexible approach and adapt to the situation (Berg, 2001; Merriam, 1994). This was considered suitable for tapping into SIDA's work practices compared to other interviewing techniques.

Moreover, the thought behind conducting semi-structured interviews also with the two companies representing the private sector, was to compare their responses and analyse potential similarities and divergences between them and their practices with regards to development cooperation with a public actor. According to Berg (2001), such interviews can reveal the thoughts, attitudes and opinions of the respondents about the issue in question. With regards to this study, the interviews were not only believed to allow for an exploration of factors that may contribute to the achievement of the objectives of the PPP, but also for the identification of potential issues or areas in which one partner's expertise is required in order for the partnership to run as smoothly as possible, thus indicating how the partners can combine each other's strengths. Hence, the descriptive and explorative characteristics of the study in combination with its objectives are believed to justify the decision to take a qualitative approach, using semi-structured interviews as the main source of data.

Data Collection

This section will describe the processes of collecting data more in detail. The data collection is, as mentioned, mainly based on primary data in the form of qualitative semi-structured interviews to obtain knowledge that may be useful for the SLSD partnership with regards to success factors that can contribute to sustainable development. However, to complement the primary data and get a richer picture of a certain issue or area, data has been collected from secondary sources as well.

Literature review

The first step in the data collection was to review existing literature concerning PPPs for development and the reasons why the private sector has come to play an important role in this area. The literature was conducted primarily through the usage of the databases Google

Scholar, Business Source Complete, ScienceDirect and CBS Library. In addition, a number of reports developed and published by multilateral organizations such as the UN as well as by NGOs working with PPPs were examined and included in the review. The search for articles and documents was mainly done by using key words similar to the headings and sub-headings in the review, e.g. public-private partnerships for development; success factors PPP; CSR, business and development; business and CSR; sustainable development and decent jobs; types and forms of PPPs and the like.

Primary data

The primary data of the study consists of four semi-structured interviews. More specifically, as regards SIDA, two interviews, one face-to-face interview at SIDA's headquarter in Stockholm, Sweden and one telephone interview, were done with two of the agency's representatives. Two telephone interviews were also conducted with key representatives from the Volvo Group and Tetra Laval Group who are involved in the SLSD initiative. The duration of each interview was thirty to sixty minutes, and they were all recorded and transcribed in the original language, e.g. Swedish.

The participants from the public sector included SIDA's representatives of its two working groups for decent job creation and anti-corruption. The aim of the interviews was to get a picture of how the agency currently cooperates with the private sector, and the representatives' views and expectations on the SLSD cooperation. The questions were therefore based on certain themes including the partnership itself, how SIDA generally works with sustainability issues, and the focus on decent job creation and anti-corruption (e.g. why this focus and how to work with these issues). All interviews were recorded and notes were taken during the conversations. They were further transcribed immediately after they had been conducted. For reference, the transcribed interviews including questions can be found in Appendices 1 and 2.

Concerning the interviews with the representatives of the private sector, the participants were, as mentioned, selected through purposive sampling. The interviewees are managers at Volvo Group and Tetra Laval Group, and focal points in the SLSD partnership. For the purpose of obtaining as relevant data as possible, these persons were contacted on the basis of their responsibilities at their respective company and because both are actively engaged in the SLSD. The interview-questions were developed on the basis of the information obtained from the interviews with SIDA and the companies' prior initiatives within the area of decent job

creation and corruption. Overall, the interview guide covered three main areas; Volvo's and Tetra Laval's views and perspectives of the partnership, the companies' initiatives for creating decent jobs and fighting corruption, as well as their previous experiences with cooperating with a public institution. As with the other interviews, full recording took place and the conversations were transcribed instantly after the interviews were done. For reference, the transcribed interviews including questions can be found in Appendices 3 and 4.

Secondary data

Secondary data is data that has been collected by persons for purposes other than those of the study in question, but which still can be useful for the research (Smith, 2008). In this study, primary data has been complemented with secondary data in the form of publications and press releases from SIDA as well as from the two companies of the case study, e.g. the Volvo Group's and the Tetra Laval Group's websites. The data covers aspects regarding the partnership including general strategies and manuals for public-private cooperation between SIDA and the corporate sector. The homepages of the participating firms were visited to get an overview of how they usually work with sustainability and to complement certain things that were brought up but not elaborated on during the interviews. This information was considered to be relevant for the purpose of adding more depth to the analysis of the data.

Data analysis

In order to be able to analyze the data obtained from the different interviews, the information must be structured in a way that allows for making systematic comparisons and inferences about its meaning (Berg, 2001; United States General Accounting Office, 1989). A way to do so is to identify the main issues or themes in the material, and structure what has been brought up according to them. This procedure is often called coding and is a common feature of a content analysis. When organizing qualitative data, Miles, Huberman and Saldaña (2014) suggest condensing the main data in a matrix in order to get a better overview and thereby be able to analyze it more easily.

This thesis has made use of a matrix when analyzing the data obtained from the four interviews that were conducted. The coding procedure, e.g. the selection of main elements, was done with regards to the research question in order to extract as much relevant data as possible. The template for this matrix is presented below.

Cooperation	Location	Decent Jobs	Fighting Corruption	Challenges	Benefits with cooperation
Volvo and SIDA	Where were the initiatives carried out?	What were the activities for contributing to decent job creation?	What tools does Volvo use to prevent and deal with corruptive behaviour?	What kind of problems did the company encounter during the implementation of the initiative?	What were the specific benefits with cooperating with a public actor on these issues?
Tetra Laval and SIDA	Where were the initiatives carried out?	What were the activities for contributing to decent job creation?	What tools does Tetra Laval use to prevent and deal with corruptive behaviour?	What kind of problems did the company encounter during the implementation of the initiative?	What were the specific benefits with cooperating with a public actor on these issues?

Figure 2. Matrix of the data analysis for the study.

Validity

The validity of a study refers to the degree to which the instruments used for the investigation truly measure what they are intended to measure and hence the extent to which the findings of a study accurately represent what they should describe (Easterby-Smith et al., 2008; Golafshani, 2003). With regards to qualitative research with which this study is concerned, the validity is in this case often referred to as to what extent the data is plausible, credible and trustworthy (Bashir, Afzal & Azeem, 2008). This thesis attempts to ensure a high level of validity through the usage of several techniques when collecting the data.

Yin (2009) describes three ways of testing the validity of case studies; internal, external and through construct validity. Internal validity attempts to establish causal relationships and is thus mainly applicable to quantitative research. Since this study is mainly of a descriptive and explorative character, it is less concerned with this type and more concerned with the two latter, e.g. construct validity and external validity.

According to Yin (2009), construct validity is about identifying the correct operational ‘tools’ for investigating the phenomena in question, whereas the external validity is concerned with establishing whether the results of a case study are generalizable beyond its domain.

According to Bashir, Afzal and Azeem (2008), to ensure validity within qualitative studies, it is important to implement verification and self-correcting strategies while conducting the research. Therefore, in order to adopt correct methods for the study and to avoid researcher bias, this examination is based upon triangulation and the usage of multiple sources of data in the form of semi-structured interviews, examinations of strategies, and other documents provided by SIDA that relate to the area of investigation. According to several scholars, triangulation allows researchers to acknowledge other perspectives than their own and relate them to each other, something which reduces the risk of violation of the validity (see for example Borman, LeCompte & Goetz, 1986 in Berg, 2001, p. 5; Fielding & Fielding, 1986 in Berg, 2001, p. 5).

To address the issue of external validity, this study has taken a multiple case study approach and examined two different companies and their initiatives for creating decent jobs and fighting corruption. Regarding this type of validity, a common perception is that the case study method does not allow for any broader generalizations to be made since it is based on a small sample and often excludes quantitative measures (Yin, 2009; Easterby-Smith et al, 2008; Merriam 1994). In addition, critics claim that there is a risk that researchers get tempted to make their own interpretations of the data that they obtain (Easterby-Smith et al., 2008). Therefore, to avoid such risks and ensure a high level of validity, the study was handed out to the interviewees for verification of the written material before the submission of the study. Furthermore, Yin (2009) emphasizes the importance of distinguishing between *statistical* and *analytical* generalization. The latter concerns generalizing the results to a broader theory which is achieved by for example replication and is, according to him, applicable to the case study method. In line with this, Flyvbjerg (2006) adds interesting perspectives to the discussion by challenging the traditional perception of case study as a research method. According to him, generalizability depends on the particular case and how it is chosen. The advantage of quantitative studies with large samples is that they add breadth. However they are not able to provide depth in the way that the case study can. Thus, rather than being methodology driven, good research should be guided by the phenomenon or problem in question from which a suitable method should be selected (Flyvbjerg, 2006). Based on this, the somewhat focused approach taken in this study could be advantageous for the validity as it allows the authors to study a small number of phenomena more in depth (see also Easterby-Smith et al., 2008). Also, despite the fact that no statistical generalizations can be made, with

the usage of multiple cases, the study can be considered as more robust (Herriott & Firestone, 1983 in Yin, 2009).

Reliability

Reliability can be described as the degree to which another researcher can undertake the exact same study and obtain the same results (Yin, 2009; Joppe, 2000 in Golafshani, 2003, p. 598). In order to ensure reliable results, Silverman (2005) stresses the importance of using ‘low-inference descriptors’ that minimize the risk that the data and analysis are influenced by the researcher’s own assumptions, analyses and interpretations. Repeated observations of the same phenomenon by different observers should give the same data (Kvale, 1996) and could therefore be considered as a low-inference descriptor. In addition, by using multiple methods such as interviews and recording, the study is considered to ensure the inclusion of more valid, reliable and diverse constructions of realities (Bashir, Afzal & Azeem, 2008). Consequently, to increase the reliability, both authors of this study took part in all interviews and the analysis of the data to reduce the risk of subjectivity which might be higher if only one person conducts the research.

Furthermore, to strengthen the reliability of this thesis, the authors made sure not to hand out the questions to the interviewees in advance for the purpose of obtaining as genuine answers as possible. Also, full recording and detailed transcriptions of the interviews were done to ensure a high level of objectivity. The interviewees of the study also verified the content of the thesis to further reinforce its reliability. Also, the questions that were posed during the interviews and the transcriptions of them are published in this paper in order for the reader to get direct access to the material upon which the analysis is based. Last, it should be mentioned that the sampling method was chosen for the purpose of using key actors with sound knowledge of, and active participation in the area of investigation in order to increase the chance of obtaining as relevant and reliable information as possible.

Presentation of companies included in the case study

The Volvo Group

Volvo is a world-leading manufacturer of transport solutions including trucks, construction equipment, busses, marine and industrial engines (Volvo, 2013). Its operations started in 1927 in Gothenburg, Sweden, where the first Volvo car was produced. Since then, the company has grown to become one of the world’s largest manufacturers of duty trucks, busses and construction equipment. Today, Volvo comprises production facilities in 19 countries and has

115 000 employees. In the year of 2012, Volvo Group's sales were estimated to SEK 304 billion and included products in more than 190 markets.

Volvo's vision is *"to become the world leader in sustainable transport solutions"* (Volvo, 2014). The company thus bases its work on a sustainable perspective with corporate social responsibility at the core for long-term growth and improved profitability (Volvo, 2012). Furthermore, the Volvo Group states that it is committed to conduct business in a responsible manner, taking stakeholders' perspectives into account to create value for both their shareholders and society, as well as for contributing to sustainable development. In 2001, Volvo joined the UN Global Compact which was initiated by Kofi Annan with the intention ensure that business actions support UN goals and issues by emphasizing collaboration and collective action (United Nations Global Compact, 2013). Volvo states that the aim with joining the UN Global Compact was to align its business practices with internationally accepted principles on human rights, labor practices, the environment and anti-corruption (Volvo, 2012). Consequently, in 2012, the company adopted its code of conduct based on the UN Global Compact principles on human rights, labor issues, the environment and corruption (Volvo, 2012). Today, the Volvo Group reports that it has integrated the principles of the UN Global Compact into its value chain to contribute to sustainable development.

Tetra Laval Group

The Tetra Laval Group consists of Tetra Pak, Sidel and DeLaval, and focuses on technologies for efficient production, packaging and distribution of foods (Tetra Laval, 2014). Their products include packages, process equipment, filling machines, distribution equipment and service products (Tetra Laval, 2013).

One of Tetra Laval's core values is sustainable development. The company has made a commitment to *"protect what's good"* and pledged to grow the business in a way that is environmentally, socially and economically responsible (Tetra Laval, 2013). The Group's focus areas for sustainability include: Food for Development, environmental sustainability, corporate governance, and the code of business conduct (Tetra Laval, 2013). In addition, the company is committed to supporting and promoting the UN Global Compact, and the ten principles that address human rights, labor standards, the environment and anti-corruption (Tetra Laval, 2013).

SIDA

SIDA is a governmental agency working with the mission to reduce poverty in the world (SIDA, 2014a). Its operations and activities are financed by tax money and the agency is guided by the government's guidelines to implement the Swedish development policy to improve poor people lives. SIDA also takes part in advocacy work for Sweden's prioritized issues within the international development cooperation field (SIDA, 2014a). Currently, SIDA operates in 33 countries worldwide, such as in Africa, Europe, Asia and Latin America.

For SIDA, the private sector constitutes a key player in the process towards attaining the agency's goal of fighting poverty, not only because corporations are considered to stimulate economic development, but also because they are important contributors to sustainable solutions to global challenges (SIDA, 2014b). SIDA therefore cooperates with private companies representing different kinds of sectors on issues such as stimulating CSR in DCs, private sector development, sustainable use of resources and the like – all of which can create better conditions for the poor and enable them to improve their lives (SIDA, 2014b).

4. Analysis

To help answer the research question, the analysis which is presented in the following is divided into four parts: the motives behind the establishment of SLSD; initiatives for decent job creation; initiatives for fighting corruption; and potential challenges related to public-private partnerships that may affect the cooperation between the two actors.

Roles and motives for engaging in the SLSD

A content analysis was conducted to get an understanding of the driving factors behind the SLSD initiative, an examination of the respondents' perceptions of the nature of the partnership, the roles played by the respective partner, motives for engaging, as well as their expectations on the cooperation.

With regards to the public actor's perspective, SIDA's focal point of the decent job group explains that SIDA's overarching goal is to improve the conditions for the poor. She further describes that not very long ago, the agency's cooperation with Swedish companies was limited to traditional development aid and did not cover their core business. However, today the collaboration between the public and private sectors has developed and grown, partly due to a political will from the Swedish government, and partly thanks to the corporate sector's growing interest in aid and development. Moreover, the focus on decent jobs and corruption came as a result of the private sector's and the Swedish government's shared interest in these questions. However, a partnership of this nature involving a number of different firms is a rather new way of working for both actors. SIDA's representative for the anti-corruption group mentions that no formal guidelines for how the network should function have been set more than what has been described on SIDA's website. According to her, it is a new way of cooperating, and they are currently trying to identify a couple of common denominators to see what they can get out of the cooperation.

Regarding the role of the public versus the private actor in this constellation, SIDA's focal point for decent job creation describes that in the PPP, SIDA focuses on providing linkages to important local contacts and contributing with financial resources to the joint initiative in order to achieve positive structural changes. The interviewee points out that SIDA has valuable contacts and financial resources that the agency makes use of to contribute to wider positive changes.

"SIDA har värdefulla kontakter och finansiella resurser och vi fokuserar på att jobba för positiva förändringar som sker på en nationell nivå, det vill säga att åstadkomma strukturella förändringar." (Appendix 1, line 16-18).

The reason for this, she says, is that the private companies often possess good knowledge of the local markets in which they are present. The interviewee takes the case of Volvo as an example, explaining that that the company has great knowledge of how to educate technicians in the best manner and how to work closely with local actors. However, the company may not be in a position where it is easy to negotiate and lobby with ministries to implement for example an educational project, or take an initiative to a higher, national level. However, in such instances, the public agency can assist the private companies by making use of its contacts to governments and ministries, as well as with its good and legitimate reputation. Hence, SIDA's belief is that both the private sector and SIDA can gain a lot from the partnership since they can complement each other's strengths and competencies and thereby achieve more together.

"Företagen jobbar mer lokalt så tillsammans kan vi åstadkomma mer. Volvo är till exempel mycket kompetent vad gäller utbildning och så i fabriker men det är kanske inte lika lätt att förhandla med olika ministerier. Här kan SIDA hjälpa till och i och med att SIDA har ett gott rykte kan båda dra nytta av samarbetet." (Appendix 1, line 18-22).

Moreover, SIDA's focal point for the corruption group adds that SIDA's role is to offer a platform for the members to meet, discuss and exchange ideas. According to her, it is important that the suggestions shall come from the corporations themselves.

The representative of Volvo seems to share the perception of what role the public partner should play when pointing out how content she is with SIDA's way of working, holding the network together and providing the members with valuable information.

Also, with regards to the private sector's perception of their public partner, both Volvo and the Tetra Laval Group describe their perceptions of the role of SIDA in similar ways by highlighting the important role of assisting in finding a good implementing partner for their development initiatives. Volvo, which has collaborated with the public institution on a project concerning the opening of a school for technicians in Ethiopia, states that one important factor that contributed a lot to their initiative was that both UNIDO - their implementation partner - and SIDA had good connections to the Ethiopian government and the Ministry of Education.

Moreover, she highlights that it was very important for the company to find the right partner to run the school – something which they managed to do with the help of UNIDO, SIDA and the Embassy in Ethiopia.

“[...] en av de viktigaste delarna var att UNIDO, implementationspartnern, tillsammans med SIDA hade väldigt bra kontakter med regeringen och utbildningsdepartementet”. (Appendix 3, line 148-151)

”Sedan tror jag att det är väldigt viktigt att vi hittar rätt partner som driver skolan. Det jobbet gjorde vi tillsammans med UNIDO, SIDA och även ambassaden i Etiopien. (Appendix 3, 153-155)

The analysis further shows that there are several motives, some of which are overlapping, for engaging in a public-private partnership such as the SLSD. SIDA’s overall goal is as mentioned to create better conditions for the poor, and the agency believes that this is mainly achieved through structural changes. According to SIDA’s representative of the working group for decent job creation, SIDA and the private sector have different comparative advantages. She emphasises, as mentioned, that SIDA often operates at a higher level close to national authorities and ministries, whereas the companies work at a more local level. However, if working together, structural changes are more likely to be achieved.

“Men när vi jobbar tillsammans så kan vi ju åstadkomma dessa strukturella förändringar”. (Appendix 1, line 103-104).

SIDA’s overall aim with being a project partner, providing contacts to ministries and governments, is thus to contribute to the realization of these wider changes. This is considered important in order to align with the local authorities and pave the way for the implementation of an initiative that could contribute to changing old structures within the country in question.

The increasing interest in sustainable development from the private sector and the cooperation across sectors is something that SIDA can benefit from in its pursuit of realizing big, positive changes. According to the interviewee from SIDA’s working group for decent job creation, the agency has a good reputation and corporations have a lot to gain from being associated with SIDA. This is something that SIDA in turn can make use of in its pursuit to fight poverty as the agency could influence the companies to discuss and focus on aspects that are important for its own work.

”Sedan går det inte att förneka att SIDA har ett väldigt bra varumärke, så självklart är det bra för företagen att associera sig med SIDA. Det utnyttjar ju vi. Okej, ni vill associera sig med oss och då vill vi diskutera just de här sakerna. Så det är klart att vi drar nytta av det för vårt mål om fattigdomsbekämpning”. (Appendix 1, line 261-264)

Regarding the private sector and its motives for engaging in a PPP, the interviewee from Tetra Laval describes that being part of the SLSD offers an opportunity for the company to share its own experiences of working with issues related to decent jobs and development, to learn from other companies' experiences, and also to demonstrate to other firms outside the network - both in Sweden and at an international level - what a cooperation of this kind could look like. According to her, this is important since many people talk about the need for aid agencies and the private sector to cooperate more, but there are not many who discuss the concrete ways through which this can be achieved. This is something that she hopes that this network can contribute to.

”Det är många som pratar om behovet av att biståndet och näringslivet samverkar mer men det är inte så många som pratar om de konkreta sätten att göra det på. Det kan nog det här nätverket bidra till”. (Appendix 4, line 31-33)

Furthermore, Tetra Laval's respondent explains that the Group has prior experience of cooperating with the public aid agency on projects for development. To illustrate, she mentions that Tetra Laval has been one of the leading private actors that supported SIDA in the development of the so called “Business for Development” initiative which is a method for establishing a systematic cooperation between SIDA and the corporate sector. In short, its overall aim is to encourage companies to develop their core business in a way that they can contribute to create better conditions for poor people and thus to allocate resources for the development of different types of sectors (SIDA, 2014c). Hence, the company had already established a close relationship with SIDA before the formation of the SLSD. Also, given the fact that sustainability is part of Tetra Laval's vision, and because the company has been involved in several Public-Private Development Partnership programmes before, it was a natural thing for them to join the SLSD initiative.

Moreover, although the representative of Tetra Laval believes that the company has come a rather long way on its own with regards to development activities, she claims that the company acknowledges that there are several advantages with cooperating with the aid agency. According to her, some of the main benefits concern co-funding of development

projects and getting help with convincing local authorities to allocate financial resources to a certain project. In Tetra Laval's view, this is where the partnership comes in handy since it is more likely that the company, with the help of an influential partner and additional finances, is able to implement an initiative and hopefully persuade responsible politicians that this is a project or initiative which is worth investing in.

Similarly, the Volvo Group also highlights the advantage of cooperating with SIDA for development in areas where their interests overlap. Volvo's representative mentions that by doing so, not only can the two actors enhance each other's strengths but, as Tetra Laval also states, it becomes easier to attract capital for financing initiatives when working together.

Furthermore, Volvo's representative explains that given the company's engagement in contributing to sustainable development, it has for a long time wanted to approach SIDA but has not known how to do so and who to contact. Therefore, joining the SLSD was considered to be a good opportunity to establish a relationship with the public agency. As with Tetra Laval, Volvo's respondent mentions that sustainability constitutes an important part of the company's vision, and it was therefore natural for Volvo to join a network of this character.

Sustainable development and decent jobs

Decent jobs have been identified as key for achieving sustainable development and are incorporated in MDG1 which aims to create full, productive and decent employment for all. The content analysis shows that both the private sector and SIDA have acknowledged the importance of employment of good quality for development, and are engaged in several activities for contributing to the creation of decent jobs. However, since the SLSD partnership is still in its initial phases, there are no concrete initiatives that have been undertaken by the members that can be analysed in this study. The analysis is therefore based on both actors' previous cooperation on decent job creation.

The focal point of SIDA's working group for decent jobs describes that employment is a main concern in the countries where the agency is operating. Unemployment rates are high and employment has therefore become an important part of the development plans for these countries. The interviewee takes Zambia as an illustrating example, explaining that the country has grown significantly in economic terms, but that the poor people are still poor. According to her, it is of outmost importance that this economic development also reaches and benefits the poor people, and creates more jobs for them.

”Då ser man ju oftast att det steget, den ekonomiska tillväxten som finns i landet, den måste också ge vinst till de fattiga och generera jobb”. (Appendix 1, line 53-55)

In addition, the focal point for the decent job group further describes that the focus on decent jobs is concentrated to Africa since an important way of decreasing poverty is to create economic growth.

“Fokus ligger mest på Afrika och anledningen är att sysselsättning är länken till minskad fattigdom och ett steg mot ekonomisk tillväxt. (Appendix 1, line 15-16)

As concerns the private sector and its perception of, experience with, and initiatives for decent job creation, the representative of Volvo says that apart from being a member of the SLSD network, SIDA and Volvo have been cooperating on implementing a joint project for training technicians in Ethiopia. She explains that the Volvo Group’s engagement in decent job creation developed as a result of the recognition of a lack of domestic manpower which was hindering the development of the country and thus the development of the truck market. The Volvo Group therefore decided to implement several initiatives to address the issue of decent jobs as the company has decided to increase its presence in more countries on the African market.

The representative of Volvo further explains that engaging in decent jobs and CSR initiatives related to this theme is an important part of the company’s business, and that it therefore has developed a certain work stream for CSR where one of the main requirements is that CSR must support its business and remove potential obstacles for the future.

“Det är en del utav affärsutvecklingen för oss och det är en del av grundkravet. CSR ska stödja affären. Det ska stötta och ta bort hinder för framtiden så jag tror att det är jätteviktigt.” (Appendix 3, line 227-228)

Regarding what types of activities Volvo engages in, the interviewee first mentions that they, during several years, have been engaged in the so called “SWHAP” programme. Launched in 2004, the SWHAP is short for *the Swedish Workplace HIV and AIDS Programme* (Swedish Workplace HIV and AIDS Programme [SWHAP], 2012) which aims to assist Swedish companies in their efforts to prevent the spread of HIV and its effects in their workplaces. Although the number of deaths related to HIV and AIDS has fallen over the years, HIV still remains a huge problem, especially in the Southern and Eastern parts of Africa. To illustrate

the gravity of this problem, in South Africa, approximately 26% of the country's population is HIV positive. According to the SWHAP Annual Report (SWHAP, 2012), there are several factors that explain why this is the case including gender inequality, sexual violence and a lack of sound political leadership. To address the issue of HIV and AIDS, the SWHAP programme implemented a pilot project at a number of Swedish workplaces in Africa, which then expanded rather quickly due to its rapid success. The programme has now been carried out in multiple Swedish-related workplaces in African countries. An important part of the programme is that its approach aims to maintain a high level of flexibility and adapt to the specific situations and workplaces in every country (SWHAP, 2012).

The representative of the Volvo Group explains that all the activities that the company engages in must support the Group's business in the long run and, if possible, remove potential obstacles that may stand in the way for its future success. According to her, the reason why they engage in combating HIV is because it constitutes a great social obstacle to development. It is therefore crucial for a company which is present in Africa to address this issue as it also has a negative effect on the supply of domestic labour. The SWHAP programme has thus been of use, and as the Group will introduce more of its brands in South Africa, it will continue to incorporate the issue of HIV into its programmes.

Second, in addition to the HIV support programme in several African countries, the Volvo Group also offers "learnerships" in South Africa in collaboration with MERSETA, where employees learn about the latest developments within the industry during a period of 12-18 months (The Volvo Group, 2012). This program also involves the local community and offers development opportunities for unemployed adolescents and people with disabilities. Learning is provided in areas such as production, sales, aftermarket, maintenance and literacy skills (Volvo, 2012).

Third, one of the major initiatives for decent job creation that the Volvo Group has invested in is, as previously mentioned, its cooperation with SIDA for setting up schools for technicians in Ethiopia and providing them with vocational training. The interviewee from Volvo explains that the Group had set the strategic objective of achieving a 25% growth in Africa within a period of three years. They therefore examined how they effectively could integrate CSR into their strategic plan and use it as a tool in order to both make responsible business despite challenges such as corruption, child labour and the like, and create value for the company.

She emphasizes that all the projects that the company engages in must support its business on a long-term basis.

The Volvo representative further explains that one enabler which is believed to support the company's long-term business goals, and which is hopefully also able to remove potential challenges for its future success, is vocational training. This is partly the reason why Volvo decided to carry out a pilot project and start a school in Ethiopia.

Concerning the training, an analysis of secondary data shows that in February 2013, the Volvo Group entered a partnership with SIDA and UNIDO with the purpose of educating technicians in Ethiopia (Volvo, 2012). In this project, the Volvo Group assisted in supporting and modernizing technical schools in Addis Ababa by providing new equipment, training material, teacher training, curriculum development and internships for students, whereas UNIDO surveyed the project. The project trains approximately 30 students yearly (Volvo, 2012).

Returning to the focus on vocational training in these countries, the respondent from Volvo highlights the benefits with partnerships by mentioning the important work that its collaboration partner UNIDO performed in order to make vocational training serve its purpose. She says that UNIDO functioned as a platform for discussing how to use vocational training as a tool in DCs which do not have much experience of this.

“[...] men vi har UNIDO som samordnar som en plattform för att diskutera utveckling och man driver ”vocational training” som är oerhört viktigt för utvecklingsländerna då alla inte har erfarenhet av detta”. (Appendix 3, line 115-117)

In addition, the representative of Volvo explains that they noticed a lack of qualified mechanics, chauffeurs and operators in the African market. Therefore, given its great success, the Group has decided to expand the project to include its ten strategic markets in Africa within the coming five years. Also, Volvo has decided to incorporate its corporate values in the project, one being “traffic safety” which has been one of the company's core values since 1967. Given the fact that traffic accidents are the second most common cause of death in Africa, the Group believes that engaging in activities linked to traffic safety which is its area of expertise, is a good way to contribute to society.

The Volvo Group itself also benefits from engaging in initiatives of this kind. According to the respondent, it is important for the company to contribute with education of good quality in

order for decent jobs to be created since economic growth then can be achieved - something which is positively related to transportation needs. More specifically, she claims that if the GDP of a country increases, the demand for transports will also increase, which could enable Volvo to sell more of its products.

”Ökar BNP i ett land så ökar även transportbehovet och då får vi sälja fler produkter. Det är där win-win-situationen ligger”. (Appendix 3, line 133-134)

As previously highlighted, for Volvo, it is key that CSR supports and facilitates the company's business activities. To illustrate the importance of this, the respondent says that Volvo can for sure engage in initiatives such as water projects, but integrating CSR into its business enables the company to really make use of its unique competencies. According to her, Volvo educates technicians partly for the purpose of making business, and the initiative is thus closely linked to the company's core business and vision. However, the training does not revolve around Volvo's products exclusively but is more of a general character. Volvo's representative explains that the company does not have many mechanics of its own, but most of them work in repair shops. Furthermore, Volvo does not employ every person to whom they offer training. Hence, for the company, it is about providing local people with proper education and tools to spur job creation. In return, ensuring a supply of domestic skilled labour that can repair and perform maintenance work on its products for its customers might in the long run result in increased sales for the company in the African market.

Volvo's approach to decent job creation goes hand in hand with SIDA's principles for cooperating with the private sector. The focal point of SIDA's decent job group points out that the agency does not donate any money or other resources to the company itself. Instead, according to her, all initiatives that SIDA engages in revolve around poverty alleviation, and the agency must therefore operate in a way that does not cause any market disturbances. The analysis shows that these principles can be found in the formation of the school project in Ethiopia. To illustrate, Volvo's representative describes that SIDA and UNIDO, their other implementation partner, had good connections to the Ministry of Education. This enabled the partners to develop the curriculum and their approach to vocational training on the basis of the public educational system in the country. In this way, the partners could ensure that the education is valid at a national level and not only for the project.

Volvo's representative further points out that apart from the important connections to the Ministry of Education provided by UNIDO and SIDA, a key factor for the success of this

initiative was finding the right local partner to run the school. It was paramount that they found one who had a deep understanding of vocational training and how it can contribute to the development of a country in order for the project to be viable in the long run. She explains that this is because SIDA and Volvo are involved in the projects only for a limited period of time. During the process of finding a partner, Volvo was in contact with fifteen different local school coordinators, and finally managed to find a suitable one with the help of UNIDO, SIDA and the Embassy in Ethiopia. Hence, getting the connections to, and partnering up with a local actor with sound knowledge about the culture and how things are run and handled was pivotal for Volvo and the success of the initiative.

The interviewee further points out that this is a learning process and that even though Volvo has a general global framework for its CSR initiatives, the company always makes adjustments and develops different approaches for each country. In the case of providing training, one of the factors that Volvo takes into consideration is the demand for technicians. Since the initiative revolves around decent job creation, Volvo does not want to educate a lot of people that the labour market does not need anyway.

As an extension of the third initiative, in 2013, the Volvo Group entered a partnership with USAID, UNIDO and SIDA to create jobs, spur economic development and decrease poverty in Africa. The project is an extension of the Volvo Group's project of training technicians in Ethiopia and Zambia. The aim of the initiative is to establish a training center for heavy duty commercial vehicles, to offer training for technicians, truck drivers and bus drivers, as well as to spread knowledge regarding traffic security, HIV-AIDS and environmental driving (SIDAb, 2013). The training of technicians takes place in 10 African countries, and a total of 1.3 billion SEK will be invested during a period of four years by SIDA and USAID in technology, research and innovation. The initiative with SIDA and USAID builds upon Volvo's earlier effort with UNIDO in confronting the shortage of construction equipment and truck technicians in Sub-Saharan Africa. In Ethiopia, UNIDO is responsible for the overall project management and implementation of the academy (Volvo, 2013b).

Regarding the Tetra Laval Group and decent job creation, the company has established a special function called the "Food for Development Office" which collaborates with SIDA on several initiatives. To provide an insight into how this function operates, the interviewee representing Tetra Laval explains that the Group consists of three companies, the biggest of which is Tetra Pak which delivers systems to process and package milk, foods and other

beverages. Together with its sister company, De Laval which provides its customers, e.g. farmers with the equipment needed to produce milk, they cover the whole value chain for milk. Thus, milk constitutes Tetra Laval's core business, and the "Food for Development Office" serves to support the company's partners in DCs with regards to strengthening the value chain of this product. The motive behind this is to help the customers grow their businesses. The interviewee explains that the company believes that this will, in the long run, benefit Tetra Laval as well.

"[...] vår roll är att stötta våra kollegor i utvecklingsländer med projekt som stärker värdekedjan. Så vi gör det här för att våra kunder ska växa för är våra kunder framgångsrika, blir vi också framgångsrika". (Appendix 4, line 71-73)

The "Food for Development Office" provides support mainly through two types of projects. One concerns School Milk Programmes where the company helps governments and local partners to develop programmes supplying milk or other nutritious products packed in Tetra Pak's packages. Tetra Pak and its customers often provide special discounts on products for these feeding programmes. The other project focuses on helping small scale milk producers to grow by prioritizing them as suppliers over large scale producers, as well as educating them on how to increase their productivity and efficiency in order to be able to supply more milk at a better quality.

According to Tetra Laval, the rationale behind the School Milk Program is the belief that the provision of milk provides an incentive for children to attend school and improves their health as they increase their intake of nutrients. Thereby, the educational performance can be improved and thereby help to decrease poverty (Tetra Pak, 2009). In accordance, the representative of SIDA's working group for decent jobs, mentions that an evaluation of the school milk partnership project in Zambia showed that the health of the children who received milk in school had improved significantly.

Furthermore, these School Milk Programmes are not only believed to be important for improving children's health, but also for stimulating the agricultural development in the particular country (Tetra Pak, 2009). Hence, as concerns the other initiative, e.g. assisting the company's customers in improving their processes and thereby strengthening the milk value chain, Tetra Laval focuses on education and building up a functioning infrastructure together with its customers in DCs. Tetra Laval's representative describes their role as technical consultants that assist in the actual set-up and implementation of these activities, develop

manuals on how to improve production processes, and build up the administrative structure around all this. According to her, in this way, Tetra Laval's customers gain more control over their supply chain and small scale farmers can develop their skills, generate a higher income, and become part of a formal value chain. She mentions that all these initiatives are business driven and that one of the criteria is that the activities must be beneficial for the company's customers. According to her, it is about finding a combination where the poor farmers can benefit from becoming part of an industrial value chain, and where Tetra Laval's customers, the dairy producers, become more profitable since that will also add value to the company's own business.

"Det handlar om en kombination där våra kunder, mejerierna, tjänar på det, vi tjänar på det eftersom vi levererar till dem, och de fattiga bönderna tjänar på det då de blir en del av en industriell värdekedja". (Appendix 4, line 93-95)

Another criterion that the interviewee highlights is that the initiatives must be commercially sustainable, e.g. be able to continue after the project's completion. Building on this fact, the representative of SIDA's working group for decent job creation explains that Zambia, in which Tetra Laval and SIDA jointly supported a school milk programme, had a limited collection of milk from small scale farmers with just a few cows who therefore had to sell their milk either at local market places or to neighbours. However, the school milk programme required that the milk should be produced by small holders which increased the demand and collection of milk from these poor farmers for the production of milk for the schools. According to SIDA's representative, when evaluating the initiative, they found that the small scale farmers' incomes had increased significantly, and so had also the quality of the milk as the farmers had been educated on hygiene, how to take care of their cows, and the like. A collaboration of this nature is therefore, according to SIDA, favourable as both actors get something out of it; the partnership contributes to SIDA's goal regarding poverty alleviation, and for Tetra it could mean that new business opportunities arise as the demand for their products may increase as a result of an upswing in the consumption of dairy products. The representative of SIDA's working group explains that it is in Tetra Laval's interest to involve small scale farmers and to contribute to the development of the value chain since that may encourage the state to start purchasing more milk for the schools. This is according to her a rather straightforward way to work on poverty alleviation which benefits everyone.

”Tetra Pak ser såklart att om de kan vara med och utveckla den här kedjan så att småbönder kommer in, så blir det mer intressant för staten att till exempel köpa in skolmjölk till eleverna då man ser att det är småbönder som arbetar med det här. Då arbetar man ju med fattigdomsutveckling [...]”. (Appendix 1, line 413-416)

Overall, according to Tetra Laval, the positive effects with the initiative of School Milk Programmes include hunger and poverty alleviation, improved health status for children, income generation for locals, job creation, local capacity building, increased school attendance, as well as improved agricultural productivity (Tetra Pak, 2014). Partnering up with SIDA to achieve this has, according to Tetra Laval’s representative, been beneficial for this type of initiative. She explains that even though many of Tetra Laval’s initiatives are driven only by the company itself, the involvement of other actors such as SIDA is in some cases needed in order to remove certain obstacles, spur the process and to make the investment profitable. In Tetra Laval’s view, this is where the partnership and additional aid money came in handy as they, through joint forces, were able to get the project up and running, and contribute with their expertise to ensure that the farmers learnt what they needed to know to operate successfully within this industry.

“Den här utbildningsprocessen kan kanske då bli väldigt tung för ett mejeriföretag som kanske inte ens har kompetensen själv om hur man ser till vad bönderna behöver för att utveckla sin produktion, vad de behöver kunna. Då kan vi vara med, ibland också med hjälp av biståndspengar, och se till att de här projekten kommer igång”. (Appendix 4, line 112-116)

Sustainable development and Corruption

The analysis of the primary and the secondary data points towards several issues related to corruption that both actors engage in. The focal point for SIDA’s working group on anti-corruption explains that one of the aims among the companies that are part of this network, is to become more involved in the discussion regarding the post-2015 MDG agenda and be able to influence that, especially with regards to the issue of corruption since this problem was not included in the MDGs. She points out that the private sector believes that it is key that corruption is included in the new agenda since this issue has a big influence both on global development as well as the business sector itself.

Regarding how the partnership works in practice to achieve the shared goal of fighting corruption, SIDA’s interviewee points out that this is a rather new way of working and that both parties are in the process of investigating and identifying things they have in common as

well as what they can get out of that. Moreover, the partners have started discussing what kind of measures the companies can take to gain more influence and demonstrate how they want to raise the bar with regards to fighting corruption, and whether they can cooperate with local actors to develop activities in particular countries. SIDA's representative also highlights that the network and the meetings offer a great opportunity for the companies to share their experiences and learn from each other. However, overall, the work with anti-corruption within the partnership is still in its initial stages.

Concerning the risk of being exposed to corruptive behaviour, the focal point for SIDA's working group against corruption believes that it varies between the different industries and that it depends on how a company's supply chain is organized. Hence, the risk of being subject to corruptive behaviour differs depending on whether the company produces its goods or services on its own or whether it is a buyer.

"[...] korruptionsriskerna kan se lite olika ut mellan branscher. Det beror också på hur leverantörskedjan ser ut. Dels kan det bero på om det är ett industriföretag, ett konsumentföretag, om de har egen tillverkning eller inte, om det är ett tjänsteföretag eller tillverkande." (Appendix 2, line 83-86)

Therefore, according to SIDA's representative, it is paramount that analyses in which markets, industries, actors and the like are assessed are made when working to prevent and fight corruptive behaviour.

When comparing SIDA's perception of the risk of being exposed to corruption with that of the private sector, it seems like the two actors share the same view. Tetra Laval's representative claims for example that her perception is that corruption does not constitute a major problem in its industry. Furthermore, she says that she can imagine that corporations that are involved in large-scale public projects concerning for example infrastructure, are more likely to be exposed to this risk. She therefore believes that Tetra Laval runs a lower risk of being subject to corruption compared to many other companies, due to the fact that it has a private clientele and the general characteristics of its industry.

Although corruption is not considered to be a major problem for the company, the content analysis of the primary data shows that Tetra Laval is committed to supporting and promoting anti-corruption. The representative of the Group reports that the company has a zero tolerance policy and that all its employees are aware of that it covers all levels within the company. She

further states that Tetra Laval supports a certain declaration against corruption which SIDA has sent out to the members of the SLSD network.

“[...] självklart har vi en nolltolerans och alla våra anställda får skriva på att de är införstådda med att det är nolltolerans på alla nivåer inom företaget. Vi har också ställt oss bakom en särskild deklaration inom korruptionsområdet som SIDA skickade ut ganska nyligen som visar vad företagen i det här nätverket ställer sig bakom.” (Appendix 4, line 155-159)

Moreover, secondary data show that to ensure the promotion of anti-corruption, the Tetra Laval Group operates according to its Corporate Governance Framework which guides how the organization takes decisions, acts and develops strategies (Tetra Pak, 2014b). The framework also includes the Charter of Responsibility, Core values and Code of Conduct in addition to the usage of internal control mechanisms and clear decision-making structures (Tetra Pak, 2014b). Regarding corruption, Tetra Pak states that:

“Anti-corruption is an important element in our Corporate Governance Framework. Fighting corruption is a cornerstone of building trust with customers, suppliers and other stakeholders, and fostering a responsible, transparent business culture. It is also fundamental to the UN Global Compact: the tenth principle states that “businesses should work against corruption in all its forms, including extortion and bribery.””(Tetra Pak, 2014c).

To further promote anti-corruption and to prevent the prevalence of corruptive behaviour within the organization, Tetra Laval has implemented training programmes, whistle-blower and internal control systems in their organization. The analysis shows that the company does regular audits which are conducted by the internal audit team to ensure compliance with the Corporate Governance Framework and its policies and procedures (UN Global Compact, 2010). In addition, Tetra Pak has included e-learning in a chapter of their Corporate Governance to further raise awareness on anti-corruption and implemented an internal “Gift and Entertainment guidelines” (Tetra Pak, 2014c).

As with Tetra Laval, the representative of Volvo explains that the Group has a zero tolerance policy against corruptive behaviour. She says that the policies are based on the so called “UK Bribery Law” which is built upon the principles of “detecting” and “preventing”, and which is claimed to be one of the strictest corruption policies that exist. To exemplify, Volvo went

through an extensive due diligence process when searching for a local implementation partner for its initiative of starting a school for technicians in Ethiopia.

An analysis of the secondary data also confirms that Volvo actively works to fight corruption within the company at a worldwide level. The Group has included anti-corruption in its Code of Conduct where it is clearly stated that it does not accept corruption in any parts of its business. Some of the anti-corruption principles include that employees shall not support any corrupt practices, offer any entitlements to obtain business gains or improper advantages, or accept gifts or any kind of reimbursement that could affect the objectivity in their business decisions (The Volvo Group, 2012). To prevent corruptive behaviour, training in anti-corruption and the policies of the Code of Conduct have been implemented for its office employees (The Volvo Group, 2012). In addition, Volvo has stated that the Group also shall take reasonable steps to prevent its business partners from taking part in practices that violate the principles in the Code of Conduct. This fact is also pointed out by the interviewee from Volvo who claims that they put high demands on their suppliers and their work with anti-corruption.

The content analysis of the secondary data further shows that to promote anti-corruption within the organization, the Volvo Group has implemented several educational initiatives about corruption where the staff is expected to participate in training sessions at least every third year. This by the Group considered important in order to highlight the seriousness of the issue and to provide an opportunity to discuss and raise awareness of corruption.

Building on this initiative, to address potential violations of its principles, the Volvo Group has established a whistleblowing and monitoring system that includes an opportunity for anonymous reporting of Code of Conduct violations as well as yearly audits and monitoring. Audits are conducted on a yearly basis with investigations and non-compliance reports to the Chief Compliance Officer as well as with a yearly report regarding the activities in the Anti-Corruption Program (The Volvo Group, 2012).

Finally, the secondary data shows that both Volvo and the Tetra Laval Group are involved in the UN Global Compact and actively work to promote anti-corruption within their companies. In Tetra Pak's Communication on Progress Report of 2010, the Senior Vice President states in relation to the company's participation in the UN Global Compact that

"We are committed to supporting and promoting the Compact's principles in our everyday business. This is in line with our traditional way of working and follows Tetra Pak's vision, Code of Business Conduct and Mission Statement, which refers to our belief in responsible industry leadership, creating profitable growth in harmony with environmental sustainability and good corporate citizenship" (UN Global Compact, 2010).

Challenges

Based on what has been brought up during the interviews, the analysis shows that entering a PPP has in several ways been advantageous for both actors, and has facilitated the realization of their respective initiatives. However, the initiatives and projects that the actors have been engaged in, and are engaged in have not been completely free from challenges. In order to identify ways for PPPs to effectively contribute to sustainable development through decent job creation and fighting corruption, an analysis of the challenges that the interviewees have been exposed to was considered important to make. In this case, three main challenges have been identified. These concern dealing with certain cultural and political differences, funding, and cooperation across sectors.

Characteristics of the country

When being asked what type of hurdles Volvo had to overcome, the interviewee describes that their PPP initiative of establishing schools to train technicians had to be based on the demand in the specific country since there is no use in educating technicians if there is no work for them in the future. Furthermore, the representative of Volvo describes how particular characteristics of the country, including insufficient English proficiency, high levels of illiteracy and IT-problems caused by malfunctioning IT networks, gave rise to certain challenges for the company which forced them to think outside the box and develop an approach to manage these conditions. Also, certain procedures such as bureaucratic processes in Ethiopia had a big impact on their implementation process. To exemplify, the respondent describes that the curriculum for the school was developed in accordance with the national educational system to make the initiative sustainable and to make the education valid at a national level. However, the process for getting it approved by the local authorities took over three years.

Similarly, the respondent from Tetra Laval highlights the importance of acknowledging local conditions that, if being neglected, might put a spanner into the works for the success of an initiative. She points out that all countries are different and that the company has to adjust its projects according to those differences. One should therefore not believe that changes can be

made over night since you deal with authorities in DCs with underdeveloped markets and different political environments which all have a huge impact on processes and the time for implementing initiatives. According to her, changing the behaviour of people and customers takes time and is not an easy task. Tetra Laval has through experience therefore learnt that a big portion of patience as well as long-term orientation are required if wanting to improve conditions in these environments. To exemplify, a big challenge that the company has had to deal with concerns the behaviour of farmers. The interviewee says that the people may have produced milk over generations, and are therefore often sceptic towards changing their way of working.

*”Om de** har producerat mjölk på ett visst sätt i generationer, varför ska de då plötsligt ändra på det?”* (Appendix 4, line 142-143)

**** The farmers**

Another example of a challenge that the representative of Tetra Laval provides concerns the political environment which often differs from what many companies are used to. She describes that as a firm, you may have spent both time and resources on lobbying with local authorities and come a long way, but suddenly, these politicians may be replaced by others in an instant which means that you have to start all over again. Therefore, according to her, corporations that want to enter a PPP and carry out interventions in this type of environment have to be prepared for that it is very time consuming.

“[...] jag tror att företag som vill jobba med den här typen av partnerskap och projekt i den här typen av miljö, måste vara beredda på att det tar tid”. (Appendix 4, line 149-150)

Funding

Second, the analysis of the data shows that representatives of both the public and the private sector identify financial means as a hurdle for development initiatives. The respondent from the Tetra Laval Group explains that funding constitutes their biggest challenge. According to her, it is rather easy to make people understand the rationale behind an initiative and see the benefits with it, but to convince local authorities to allocate financial resources to get the project up and running is very difficult. According to her, a good way to deal with this issue is therefore to partner up with an actor like SIDA, which can act like a catalyst for the project, and which may provide financial means and demonstrate to local decision makers what positive impact the initiative may have for the development within a country.

“[...] där tror jag att biståndet kan spela en slags katalytisk roll för att få ingång projekt, visa effekter och få myndigheterna själva att investera”. (Appendix 4, line 133-135)

Related to this, the representative of SIDA's working group for decent job creation describes how a bad business climate can hinder the private sector from investing in DCs and thus constrain the process towards sustainable development. According to her, all over the world, the bank sector considers it to be a huge risk to make an investment in Africa which is why the interest rate is extremely high. Therefore, in order to spur private investments and initiatives for poverty alleviation, the interviewee mentions that SIDA provides funding to projects that relates to their work, either through their so called 'challenge fund' or by partnering up with a private actor, thus sharing the costs of the initiative.

Potential difficulties with the cooperation

The content analysis also points to that cooperation across sectors may give rise to certain challenges within public-private partnerships if interests do not align. To illustrate, Volvo's representative describes that, apart from contributing to decent job creation within the country, one of the reasons why the company chose to engage in starting a school for technicians in Ethiopia together with SIDA, was because it was related to its own core business.

Similarly, as already been highlighted, Tetra Laval engages in activities that can strengthen their value chain and help their partners develop. With regards to this, when discussing the SLSD partnership and the potential for cooperation across sectors, the respondent expresses that she is a little doubtful whether a partnership of this kind will result in any concrete projects since this is not a common way of working for the corporate sector. According to her, for Tetra Laval, the projects that they engage in are based on an existing need which means that gathering twenty different companies and expect them to cooperate on these issues might be difficult.

“Det räcker inte att sätta tjugo företag i samma rum och sedan säga 'samarbeta nu'. Det är inte så som projekt kommer till, så det tror jag kommer att bli en utmaning och kanske kommer det att göra SIDA besvikna. Jag tror inte man kommer se många konkreta projekt som ett resultat av det här initiativet för det är inte så företagen jobbar fram sina projekt”. (Appendix 4, line 201-205)

Another point that the interviewee from Tetra Laval makes with regards to this, concerns the degree of private sector involvement in PPPs for development. She states that many companies that are present on a global scale have sound knowledge of their industry. As concerns Tetra Pak and De Laval, both companies operate in more than one hundred countries and have employees with a good overview of what the industry looks like, what needs there are, challenges, things that need to be done in order to improve the industry and the like. However, the respondent gets the impression that aid agencies are in general often afraid of involving the private sector too much since close cooperation may be perceived as if the corporations are provided with certain benefits. She says that when developing a sector, agencies should focus on making use of the knowledge that the private sector possesses. Not taking advantage of this competence is according to her a pity because it might result in an inefficient use of aid money.

” [...] det handlar ju inte om att man ska ge något för leveranser eller så, utan det handlar om att ta tillvara på kunskapen som näringslivet besitter när man ska utveckla en viss sektor”
(Appendix 4, line 193-195)

”[...] Att inte ta tillvara på den kompetensen tycker jag är anmärkningsvärt för det innebär faktiskt på många sätt att man spenderar biståndspengar på mindre effektivt.” (Appendix 4, line 186-188)

Tetra Laval's respondent therefore hopes that SIDA can set a good example with regards to this, or that the members of the SLSD can put pressure on Swedish official development aid for involving and making use of all expertise that is available within the area concerned since she believes that there are many positive things about SIDA's initiatives and it is something that Tetra Laval would like to be part of.

Conclusion of analysis

When filling in the matrix for the analysis of data which is presented in the methodology section, the following elements that are considered important to further discuss and examine in order to be able to answer the research question of this paper have been identified in the analysis:

Cooperation	Location	Decent Jobs	Fighting Corruption	Challenges	Benefits of cooperation
Volvo & SIDA	Ethiopia	<ul style="list-style-type: none"> -Training technicians -Development of educational curriculum for the school system -Fighting HIV 	<ul style="list-style-type: none"> -Codes of conduct -Anti-bribery -Zero tolerance -UN Global Compact -Training staff 	<ul style="list-style-type: none"> -Illiteracy -Under-developed IT -English-proficiency -Bureaucracy -Local authorities 	<ul style="list-style-type: none"> -Access to local contacts -Co-funding -Getting help with dealing with authorities
Tetra Laval & SIDA	Zambia & other developing countries	<ul style="list-style-type: none"> -Providing schools with milk -Educating poor farmers to develop the agricultural sector 	<ul style="list-style-type: none"> -Codes of conduct -Zero tolerance -Training staff -UN Global Compact 	<ul style="list-style-type: none"> -Local authorities -Unstable environment -Funding -Changing people's behaviour 	<ul style="list-style-type: none"> -Local contacts -Funding -Get initiative up and running faster

Figure 3. Matrix of data analysis - conclusion.

5. Discussion

This chapter discusses the key findings from the analysis of the empirical data in relation to the literature review for the purpose of answering the following research question of the thesis:

What are the success factors for SIDA and the private sector to cooperate effectively in order to create decent jobs, fight corruption and contribute to sustainable development?

The potential of PPPs to contribute to sustainable development

Regarding PPPs, the German Development Institute (2005) highlights that the main reasons why private firms and public institutions choose to cooperate include the possibilities of co-funding as well as sharing risks and other challenges that may be difficult for them to address on their own. When analysing these driving forces for engaging in PPPs in relation to reality, these motives are more or less consistent with the views of the actors included in the study. To illustrate, the empirical findings identify funding as well as political and cultural differences as two main challenges for the private sector in its effort to implement initiatives aimed at contributing to development. Some of the primary advantages of engaging in a PPP for the private actors are therefore found to be the possibility to share the costs of the projects, getting connected with local partners, and receiving assistance in dealing with local authorities.

More specifically, the investigation shows that SIDA has played a significant role for the success of both the Volvo Group's and the Tetra Laval Group's respective initiatives. The public actor is described as a catalyst that can get an initiative up and running thanks to its valuable local networks and potential to influence local decision makers to make an investment, and thereby hopefully secure the project's long-term viability. Moreover, engaging in projects together with the private sector is also beneficial for the aid agency as their joint efforts contribute to SIDA's objective of alleviating poverty. From these findings, we draw the conclusion that a PPP can act as an enabler for the realization of development initiatives that may otherwise have been difficult, or in some cases impossible to implement.

The UN identifies joint multi-stakeholder approaches as an important means for developing and implementing long-term strategies and solutions that contribute to sustainable development (United Nations, 2013b). In addition, literature often describes the private sector

as an engine of growth that can play an important role for contributing to improved living standards and poverty reduction (UNSDSN, 2013; Kolk & van den Buuse, 2012; Barkemeyer, Holt, Preuss & Tsang 2011). Based on this, being able to illustrate what contributions the joint forces of the private and public sector can make, and how these contributions may also benefit themselves can be considered important for spurring commitment and thus for the realization of long-term positive changes in society. However, in order for a joint development initiative to serve its purpose and generate positive long-term positive effects, it could be argued that the PPP itself ought to have certain factors in place that enable it to operate as effectively as possible. Therefore, in order to answer the research question, the remaining part of the discussion will revolve around a number of identified aspects which constitute our proposed success factors for a PPP to contribute to sustainable development through decent job creation and fighting corruption.

Proposed success factors

1. Combine competencies to adapt the initiative to the specific context

The reviewed literature sheds light on the many challenges that foreign enterprises often face when operating in DCs. Hopkins (2007) mentions widespread poverty as well as political and economic instability as negatively influencing factors on development. In addition, Degnbol-Martinussen (1994) brings up illegitimate ideologies and insufficient financial, technical and administrative capacity as examples of typical characteristics of many DCs which constitute obstacles for progressing on development. The empirical findings of this study indicate that many of these particularities were also noticeable and had an impact on the implementation processes in Volvo's and Tetra Laval's different initiatives in the African countries where they were carried out.

More specifically, the findings point to that some of Volvo's biggest difficulties that it had to deal with when carrying out the school project in Ethiopia included widespread illiteracy, underdeveloped IT networks and insufficient English proficiency which can be considered as illustrating examples of lacking technical and educational state capacity. Moreover, the fact that it took three years for the Ethiopian authorities to approve Volvo's curriculum shows how complex bureaucratic processes can affect the time frame of an implementation process. Furthermore, although Tetra Laval implemented its initiative in other African countries, the company also noted differences in the political processes, describing the political environment as very volatile where things change rapidly which can have significant effects on both the

financial and timely aspects of a project. There were also a number of additional difficulties stemming from the local environments that Tetra Laval had to respond to: not only were the underdeveloped markets a noticeable factor, but a real challenge included changing the behaviour of the people that were targets of the company's initiatives. This proves that the culture with its deeply rooted traditions and customs can also have a substantial effect on a project.

Based on this, it could be argued that a number of aspects need to be taken into consideration when developing and implementing initiatives that target decent job creation or fighting corruption in a certain country. Yet, the literature that has been reviewed points to the fact that many aid and development projects often result in failure. Scholars such as Schulpen and Gibbon (2002) argue that these failures are often caused by standardized interventions that neglect the particularities of the contexts in which they are implemented. Having this in mind, the empirical results derived from this study indicate that in order to be successful, PPP-initiatives need to be designed to fit the environment in which they are to be implemented.

To elaborate on this argument, in the following, the findings of the study will be used to highlight the relevance of the proposed success factor and discuss how partners within a PPP can cooperate to adapt their joint initiatives to the local context to create decent jobs and fight corruption. In addition, the effects of such customized joint initiatives on development will also be discussed.

Decent Job creation

Despite the aforementioned hurdles that the partners, e.g. Volvo-SIDA and Tetra Laval-SIDA, encountered in their PPP-initiatives, they managed to overcome these and carry out their joint initiatives rather successfully. The results of the analysis suggest that a potential key factor that might have contributed to this success was the ability of the partners to identify and effectively combine their different competencies to develop initiatives designed to fit the particular context. The importance of this ability is also highlighted in the literature which identifies the possibility to combine skills and competencies as a main advantage of PPPs since it can contribute to the achievement of a common goal that could not have been attained by one actor alone (Geldof et al., 2011). To specify, in this case the findings show that the companies operate at a more local level close to the market, and possess knowledge of how the market works, what improvements are needed, as well as how to deal with and to

cooperate with local actors. For example, Volvo was able to identify a lack of domestic skilled technicians in the Ethiopian market, whereas Tetra Laval noticed that Zambia had potential for collecting more milk from poor small-scale farmers. These observations served as guidelines during the development of the intervention for both companies. In this light, it could be argued that the private sector's particular strengths lay in its knowledge of the local market and thus its potential ability to identify the true deficiencies and needs of the particular context.

Building on this fact, when carrying out an initiative it is important to have all the resources needed and to include the local authorities in order to ensure the sustainability of the project. The findings indicate that this can be challenging for the private sector though as it may not be in a position where it is easy to negotiate with ministries, and local decision-makers to ensure the viability of the initiative. However, the analysis shows that SIDA operates at higher levels in society and often cooperates with ministries and other local governments. Given this fact, the public partner can be considered to play an important role in a PPP by providing valuable connections, financial support, and help to influence local decision makers to engage in a development project as the private sector often lacks such contacts. In this case, the data reveals that a valuable aspect contributing to Volvo's school project in Ethiopia was SIDA's important connections to the Ethiopian Ministry of Education. In addition, Tetra Laval highlights SIDA's important role as a partner who helped negotiating and demonstrating the benefits of their initiatives to local decision makers. These examples indicate that the partners' combined strengths, e.g. the private sector's knowledge of the local needs and market, and the public sector's connections to local authorities, could facilitate the process of designing an initiative that effectively targets the issue of decent job creation in a particular environment.

Moreover, the data also identify SIDA's assistance in finding suitable local cooperation partners as a major help for the private sector. The results of the study point to that SIDA's role of facilitating the implementation process by assisting in the building of relations between the private partner and valuable local actors was pivotal for the PPP and its initiatives aiming at creating decent jobs. This finding can be related to and supported by UNDP's model of "brokers" which describes that brokers – in this case SIDA - can facilitate relationship building and initiatives between civil society and the public and private sectors since they understand the world of development and business (UNDP, 2010). In this case, for

Volvo and its initiative of educating technicians in Ethiopia, being matched with a good local partner was a determining factor for the success of the initiative. To illustrate, as aforementioned, SIDA had good connections to the Ministry of Education in Ethiopia. Thanks to this, the partners were able to develop the school curriculum and choose their teaching approach, e.g. vocational training, on the basis of the public educational system in the country. Moreover, finding the right local partner with sound knowledge of vocational training and an understanding of how this tool can contribute to the development of a country to run the school was an additional important factor for the success of the implementation. Volvo managed to do this also with the help of its public partners. These facts could be regarded as rather straightforward examples of how an initiative can be developed to fit a specific context.

Finally, with regards to the importance of local adaption, literature on success factors of PPPs brings up certain operational factors that can either have a positive or negative impact on PPPs. These include competencies of public authorities and local investors that are needed to successfully implement and manage the PPP in the domain where it operates (Urio, 2010). When analysing those factors in relation to reality, Volvo's and Tetra Laval's local partners can be considered to constitute an operational factor that has a positive effect on the PPP and its operations. This statement is based on the results of the study which suggest that cooperating with local partners further facilitated the processes of gaining an understanding of the context, identifying needs and challenges that ought to be addressed, and designing the initiatives on the basis of this knowledge for the PPPs.

Corruption

Regarding corruption, the empirical findings show that both Tetra Laval and the Volvo Group promote anti-corruptive values to fight corruption through the usage of codes of conduct that reinforce their standpoint on this issue. However, as for initiatives that aim at creating decent jobs, the data indicate that it is important to realize that codes of conduct and joint PPP initiatives that target corruptive behaviour also need to be tailored to the local context as elements linked to corruptive behaviour vary between countries and cultures.

The reviewed literature points out that codes of conduct is a commonly used tool by Western companies to prevent corruption among other things. However, such practices have been criticized for promoting Western values rather than taking context-specific issues into

consideration. More specifically, Lund-Thomsen and Nadvi (2010) find that the codes are often based on universal ethical standards that might not always go hand in hand with the values and conditions of the context in which they are implemented. In line with these statements, Newell and Frynas (2007) claim that given the multiple dimensions of poverty and variables linked to corruption, the outcomes of the codes of conduct vary depending on the context in which they are implemented. Based on this, it could be argued that this proposed success factor of adapting a PPP initiative to the specific context applies to the issue of fighting corruption as well.

To illustrate the potential benefits with adaptation, first, although not having studied the exact degree of the effectiveness of the codes of conduct used by the Volvo Group and Tetra Laval, it could be argued that if a PPP develops codes of conduct for fighting corruption in collaboration with local actors - which allows them to combine their respective knowledge of the local context - the codes will be able to better address the specific issues of corruption in the particular environment.

Second, the analysis implies that an important strength of PPPs that can be of use for the development of effective anti-corruption initiatives is the opportunity to exchange and discuss experiences and issues that are apparent within certain industries, regions and contexts. Thus, if similar issues are identified by several actors operating in a certain context or industry in country, a PPP can make use of its strength of combining the knowledge from both the private and public partners and design an initiative that targets these specific problems within that particular industry or country. In this way, if the PPP manages to design a code of conduct that addresses common issues in the specific context, it also avoids the risk of basing the code on Western values that may not be applicable to the environment in question and is thus unable to address corruption in an effective way. Consequently, by making use of competencies, contacts and local knowledge, the PPP might through joint forces be able to design an initiative against corruption that has a wider reach compared to if each member would do an intervention all alone. This assumption is supported by Rose-Ackerman (2002) who claims that cooperation for anti-corruption may produce both institutional changes and positive changes in attitudes.

A third finding supporting the proposition that a PPP should adapt its initiatives to the local context include that cultures and values linked to corruptive behaviour vary between regions

and countries. According to Truex (2011), if co-workers do not view upon corruption with condescension, the moral cost of corruptive behaviour is reduced. Similarly, Otusanya (2011) states that certain norms and values of a society directly influence the values and norms of the individual. Hence, cultural norms and values that disregard or accept corruption might encourage corruptive behaviour among individuals. In this light, and in line with Rose-Ackerman's (2002) arguments, Volvo's and Tetra Laval's codes of conducts and stand against corruption could be seen as a tool for promoting anti-corruptive values and building an organizational culture which encourages anti-corruptive behaviour among the employees. However, referring to the above discussion, this requires that the codes target the particular issues linked to corruption that are typical for the context in which they are implemented. This may be easier to do by joining forces in a PPP that has acknowledged the importance of this.

Conclusion of success factor one

In sum, Bell and Newitt (2010) state that it is difficult to generalize the best way to promote employment due to differences in economic structures, labor markets, institutional arrangements and political situation between countries. The first proposition is therefore that PPP-initiatives should combine the strengths of the private and public actors and be designed to fit the context in order to effectively address issues relating to decent job creation and decreasing corruption. Examples of strengths upon which an initiative can be built include the private sector's knowledge of local characteristics such as cultural values and potential deficiencies, as well as the public actor's negotiation power and local network. This proposition is further supported by the fact that multiple variables linked to corruption can influence the outcomes of anti-corruptive initiatives depending on the context in which they are implemented (Newell & Frynas, 2007). Hence, a PPP that adapts its initiative to the context could have a greater chance for successfully producing its desired positive outcomes. In this way, the PPP can also avoid the aforementioned standardization-trap which offers little potential for long-term, viable changes to be made and thus little chance for sustainable development to be achieved.

2. Design the initiative in a way that enables it to contribute to structural changes

The main responsibility for the development of a country has traditionally been in the hands of the state. However, as discussed, many DCs possess particular characteristics that could impede the process towards sustainable development. With this in mind, and on the basis of the empirical findings of this study, the importance of acknowledging the need for local

adaptation to successfully counter such challenges and carrying out PPP interventions that effectively target decent job creation and corruption was earlier emphasized. However, the reviewed literature highlights that many aid interventions have produced undesirable outcomes not only because of their standardized approaches, but also because of an exclusion of the recipients themselves from the process. It has therefore been acknowledged that in order to progress on development, changes in both practices and the roles of those who are involved in development interventions are needed. A number of scholars (see Kolstad & Wiig, 2009; Andersen & Therkildsen, 2007; Degnbol-Martinussen & Pedersen, 2003) therefore emphasize the need to focus on strengthening the state capacity which requires that donors act as partners and support the recipients who need to take ownership of the development plan. With regards to the acknowledged need to build state capacity to spur development, a second factor that might explain the success of PPP initiatives is their potential to contribute to wider structural changes. The results of the study point to that this factor has been of importance for both Volvo's initiative of training technicians in Ethiopia, and Tetra Laval's Milk for School Programmes which were both implemented together with SIDA.

According to Nunnenkamp (2004), progress on development may be achieved through activities that target variables such as the facilitation of training and education as well as the building of stronger institutions. In the following sections, the potential link between PPP-initiatives designed to create structural changes, and the achievement of sustainable development will be further discussed.

Decent Jobs

Decent jobs have been identified as a key tool for contributing to sustainable development (Thore & Tarverdyan 2009; ILO, 2007). However, it could be argued that in order for this tool to be able to do so, it needs to have an impact at a nation-wide level. One of SIDA's aims is to contribute to positive changes at a national level since that, according to the agency, offers best potential for achieving its own goal of fighting poverty. Related to this, literature (Kolstad & Wiig, 2009; Andersen & Therkildsen, 2007; Degnbol-Martinussen & Pedersen, 2003) emphasizes as aforementioned the need for recipients to take ownership of development interventions in order to build enough state capacity to make progress on development. In this light, the findings point to that in order for a PPP initiative for creating decent jobs to be effective, it needs to be designed to include factors whose outcomes can

facilitate a strengthening of the state capacity at a wider, national level rather than being limited to the particular intervention.

When analysing the initiatives taken by Volvo, Tetra Laval and SIDA, a number of such factors that could enable an initiative to create wider changes were identified. First, regarding Volvo and SIDA's engagement in their joint school project for technicians in Ethiopia, SIDA's connections to Ethiopia's Ministry of Education and other local actors enabled the partners to adapt the school curriculum in a way that aligned it with the public educational system in the country. They also managed to find the right partner with sound local knowledge to run the school. Based on this, with regards to the discussion about national ownership, it may be easier for the recipient country to take ownership of this kind of an initiative as the beneficiaries themselves as well as their context are taken into account. In that way, it is more likely that local authorities understand the benefits with the project and decide to invest in it, thereby expanding the initiative at a wider level. If the initiative then produces the desired outcomes, there is a greater chance for sustainable improvements to be made as more people will benefit from them. In this case, such developments could include nation-wide improvements of the quality of education which may increase the domestic supply of skilled labour - something that could attract foreign investors and thus create more jobs.

Second, the education was designed to be of general character rather than revolving around Volvo's own products only. This fact can be seen as another way to reduce the risk that the positive outcomes of the initiative remain within the project and do not produce wider development effects linked to education and jobs in the country.

Third, when looking at more specific aspects of the initiative, the findings show that Volvo incorporated one of its core competences, traffic safety, in the education after recognizing that traffic accidents are the second common cause of death in the country. When analysing the possibility of this means to contribute to positive structural changes, it could be argued that the inclusion of traffic safety does offer potential to enable structural changes to be made as well. To illustrate, by incorporating traffic safety in the curriculum of an educational program which is adapted to, and implemented at a national level, more people become informed about the risks in traffic and how to avoid them. In the best scenario, local authorities might therefore realize that there is a need to enforce the traffic rules which could reduce the number of accidents and deaths. In this way, structural changes have been made in the form of an

enforcement of legal and institutional frameworks as well as reduced costs for society. This potential scenario can be considered as an example of the additional development effects that an initiative for decent job creation may create given that it can be implemented at wider level in society.

Regarding Tetra Laval's and SIDA's engagement in developing the capacity of small-scale farmers and integrating them into the formal value chain for milk, similar factors that could enable wider structural changes to be made were also found in this case. The analysis shows that school milk can act as a catalyst to spur the demand for milk produced by small-scale holders. An evaluation of the initiative made by SIDA further showed that the farmers' incomes had increased significantly. Based on this, an initiative of this kind that targets the particular deficiencies and needs of a country and focuses on local capacity building could contribute to the development of a whole sector - in this case the agricultural sector - of a country. This assumption reflects the UN's belief that including poor people in companies' supply chains can generate increased incomes, more skills, improved productivity and better quality of life (United Nations Global Compact, 2010).

In addition, it was found that the School Milk Programmes in Zambia that provide schools with free milk have also generated positive development effects. These include improved health status for the children as well as increased school attendance. Given this fact, potential development effects of an initiative that provides free milk could be improved educational performance and an expansion of the domestic pool of labour with a higher education, which in turn can contribute poverty reduction.

The initiatives examined above are either based on or relate to education, whether it is about educating technicians by providing vocational training, or improving children's school performance through the provision of milk. Nunnenkamp (2004) identifies training and education that helps to increase the supply of domestic skilled labour and support institutional development as some of the most important means to spur growth. The reason for this is that training and education could enable a country to better absorb and make use of the benefits that foreign actors may bring about when making investments in the country. However, in order for the country to benefit from foreign direct investments, the country must according to Nunnenkamp (2004) have reached a certain level of development. His discussion can be linked to the notion of state capacity and the importance of strengthening this for progressing on development. As mentioned, a number of scholars (Kolstad & Wiig, 2009; Andersen &

Therkildsen, 2007; Degnbol-Martinussen & Pedersen, 2003) point out that building state capacity requires national ownership of development projects. The findings suggest that a PPP-initiative for decent job creation that involves beneficiaries at all levels in society and is designed to allow for its effects to be spread at a national level increases the chances for the creation of positive structural changes. When such an initiative is implemented, it might better enable the recipient country to take ownership of the project and more people can benefit from its outcomes. To exemplify, an educational programme may contribute to positive structural changes by increasing the pool of skilled labor, developing sectors, strengthening local institutions and thereby improving the local governance. If applying Nunnenkamp's (2004) theory, this could enable the country to build enough capacity to reach the level of development needed in order to reduce the absorption gap and thus attract and benefit from FDI. The potentially improved governance that this may result in could therefore have a substantial positive effect on the development of the country. This is further supported by other scholars (Grindle, 2007; Folke & Nielsen, 2006) who state that there is a correlation between good governance and development, and that good governance is a prerequisite for development. Thus, these views also endorse the emphasized importance of enabling an initiative for decent job creation to be implemented at a broader level in society in order for its outcomes to be able to make a substantial and sustainable positive impact.

Corruption

The theoretical framework points out that, as opposed to decent jobs, corruption has a negative impact on both governance and other dimensions by which sustainable development is constituted. Due to the complexity of corruption, UN's Global Action Against Corruption states that no institution or sector can adequately address and fight this issue alone (United Nations, 2003). Instead, a collaborative approach that involves both the private sector and civil society at national and international levels is needed to successfully address this obstacle to development (United Nations, 2003).

Based on this fact, PPPs can play an important role to help decrease corruption around the globe since such partnerships have the potential to reach beyond what one company or government can do alone. This is especially important for corruption. To illustrate, a majority of the joint initiatives by the Volvo Group, the Tetra Laval Group and SIDA are, as discussed, based on or linked to education which Nunnenkamp (2004) considers to be an important means for spurring growth. Thus, if a PPP implements an educational program that targets for example illiteracy, there is a probability that this initiative can make a positive contribution to

the wider society of the country where it is implemented since high literacy levels are proven to be associated with lower levels of corruption (Sims, Gong & Rupper, 2012). Consequently, as literacy levels are increased, people will improve their ability to process information which allows them to better act when identifying corruptive behaviour (Kolstad & Wiig, 2009). In this light, the results of the study indicate that initiatives taken by PPPs should target variables of education in order to be able to contribute to decreased levels of corruption. However, this further points to the need for the intervention to be tailored in a way that enables it to be expanded at a national level and target variables that can decrease the absorption gap.

As another example, an evaluation of Tetra Laval's and SIDA's School Milk Programme in Zambia reveals that the PPP has helped the recipient country to support education as the children's health status was improved and the attendance rates were increased. Based on this, enabling more children to get an education and stay in school for longer periods can have positive effects on development, not only in terms of more skilled labour and improved health, but also in terms of decreased levels of corruption. The Milk for Schools Program may thus contribute to this as it encourages people to get educated. Thereby, they become more informed and able to process information when they grow up, which could facilitate the detection and prevention of corruptive behaviour. Given these potential positive effects, a PPP can play a key role in fighting corruption by developing initiatives that reach beyond what the private sector might be able to achieve alone.

Similarly, as emphasised in the discussion about decent job creation and structural changes, the Volvo Group's and SIDA's initiative also targeted variables such as education and the strengthening of institutions in the country. This may not only contribute to decreasing the absorption gap, but also decreasing corruption in particular. As discussed, education and the enhancement of knowledge constitute key success factors for PPP initiatives that aim to fight corruption. This is further supported by research by Truex (2011) which shows that the acceptance of corruption consistently decreases as levels of education are increased in a country. In this light, the Volvo Group's program for educating the employees on its codes of conduct has the potential to strengthen anti-corruptive values and behaviours within the company. Yet, it could be argued that far more needs to be done to address the many societal and cultural problems that arise when corruptive actions are accepted and seen as a part of everyday life in society. Therefore, by designing PPP-initiatives for anti-corruption that can

be implemented at several levels in society, there is a greater chance that anti-corruptive values become spread and have a positive impact also outside the domain of the corporation.

Conclusion, success factor two

To sum, the analysis of the data indicates that the examined initiatives taken by both Volvo and Tetra Laval in cooperation with SIDA include certain variables that might facilitate the processes of creating decent jobs and fighting corruption through their potential capability to reach beyond the particular projects. We therefore suggest that in order for a PPP to effectively target corruption and create decent jobs, its interventions do not only need to be adapted to the specific context, but also to be designed in a way that allows them to contribute to wider structural changes. To exemplify, if anti-corruption initiatives are implemented via PPPs in a specific context where companies and the public sector face similar issues, it may be easier to fight corruption at a wider structural level compared to if such initiatives are implemented in isolation within a private company. In that way, the initiative can through the dispersion of anti-corruptive values more effectively help to decrease the absorption gap by for example strengthening specific institutions in the country. Similarly, an initiative based on education that targets decent job creation may, as illustrated, contribute to the economic and social development of a whole country given that its effects are able to reach beyond the scope of the single intervention.

3. Relate the initiative to the private partner's core operations & competencies

As been highlighted in the reviewed literature, CSR has become a frequently debated topic within the area of development, both because it reflects the changing view of what role business should play in society and for its, according to some, doubtful capability to create sustainable development. More specifically, although the private sector is nowadays expected to take more social responsibility, many scholars question the ability of CSR initiatives to function as a tool for contributing to sustainable development. As the literature highlights, the main criticism towards CSR is the argument that many businesses use CSR activities as a way to gain goodwill and to improve their reputation while continuing doing 'business as usual', rather than engaging in relevant activities with the right motivations and wholehearted commitment. This approach is by many considered to be unable to address the challenges linked to sustainable development (United Nations, 2013b). In this light, the empirical findings of the study suggest that a PPP initiative aimed at creating decent jobs and fighting

corruption should be built upon the core operations and strengths of the private partner in order to increase the chances for producing sustainable outcomes rather than short-term project-based solutions. The arguments for this proposition are presented below.

According to theory, in order to cooperate effectively, the partners within a PPP need to fully agree on the objectives and the motives for engaging in the partnership (Accenture, 2013; Jamali, 2004; Archer & Cameron, 2003). Moreover, it has been found that one of the most common reasons why PPPs fail is because the objectives of the partners are not aligned (Accenture, 2013). Given these facts, it could be argued that if a PPP develops initiatives that are based on the private actor's core business, the partnership will not only benefit from the company's expertise and unique competencies, but it may also facilitate the harmonization of goals between the actors involved. This is because if the goals of the PPP relate to the company's core business, it could make it easier for the corporate sector to see the relevance of its initiatives and what positive contributions it can make, which increases the chances that the private actor makes a long-term commitment and engages in the PPP based on the right motives. This argument is further supported by scholars (e.g. Poulton & Macartney, 2012) who claim that private companies are likely to enter a PPP that can further their own interests, which implies that the public sector should identify and encourage cooperation with private players with similar motives to ensure that the corporations act in line with the public interests.

Therefore, taking the private actor's core business into consideration when developing joint initiatives could be a way to ensure that the commitment is based on the right types of motives instead of for example a desire to improve the company's image. At the same time, the public actor can in a PPP make use of the private partner's knowledge and expertise in areas which it is less knowledgeable of and thereby progress on its own development objectives.

Decent Jobs

The empirical findings show that even though both the Tetra Laval Group and Volvo operate in different industries, their approach to development work is based on the same thought; the initiatives for contributing to sustainability need to relate to their core operations and be commercially viable.

Volvo's and SIDA's joint project for educating technicians is an illustrating example of how Volvo can make a positive contribution to decent job creation through the usage of its core

competencies. First, the primary aim with the initiative is to train technicians on repairing trucks and other vehicles. The purpose is thereby directly linked to the company's core business and area of expertise. Therefore, Volvo's sound knowledge of and insight into its industry, which may cover aspects such as current and predicted future industry needs, and new trends and techniques, might enhance the quality of the education and increase the domestic pool of highly skilled labour, especially if the initiative can reach a national level. Second, Volvo's goal of achieving a 25% growth in Africa within the next years constitutes an important part of its overall business strategy. Being able to ensure a solid supply of skilled mechanics that is capable of performing repair or maintenance work on the company's products could therefore be considered as a true motivation for providing the best type of education as possible as well as to secure both the viability and an expansion of the initiative. Third, since the initiative is directly linked to Volvo's business, it is able to incorporate one of its core values, traffic safety, into the education. Given the previously mentioned situation of traffic accidents in Africa, Volvo may therefore be able to assist in the prevention of accidents by contributing with its expert knowledge in the area, and thereby potentially create development effects that go beyond decent job creation.

Moreover, the analysis of Tetra Laval's and SIDA's initiative of supporting small-scale farmers further endorses the proposition that an initiative should be linked to the private sector's core business. To illustrate, the School Milk Project strongly relates to the Tetra Laval Group's area of expertise which covers the value chain for milk. The findings of the study show that the company's main motives for engaging in these types of activities include the possibilities of strengthening the milk value chain and ensuring the projects' commercial viability. Hence, being built upon Tetra Laval's motives, this initiative has allowed the company to improve the productivity among poor farmers, enabled them to generate an income, and helped them to get included into a formal value chain, thus helping to create decent employment while strengthening the value chain – all on the basis of its own area of expertise.

In addition, according to literature, making improvements within the area of employment is considered to be one of the most effective means for creating sustainable development (Thore & Tarverdyan 2009; ILO, 2007). Given this fact, designing an initiative for decent job creation that relates to the private actor's business also offers potential for the public actor, e.g. SIDA, to benefit from its partner's expertise and achieve progress on its development

objectives. To exemplify, in this case, it could be argued that the initiative has helped SIDA to progress on its goal of improving the conditions for the poor and defeating poverty as Tetra Laval's expertise and insights have contributed to the provision of better education, developed the agricultural sector within the country, and created decent jobs for the poor.

Corruption

Focusing on corruption, the analysis shows that even though both Volvo and Tetra Laval have a zero tolerance policy to this issue and have included anti-corruption in their codes of conduct, none of the companies encounter any big problems related to corruption. For example, although Volvo works actively to prevent corruptive behaviour, the company does not find this to be a prevalent hurdle for them and their business. Yet, corruption is according to the UNDP (2011) identified as one of the biggest barriers to achieving sustainable development. These discrepancies suggest that the prevalence and types of issues related to corruption may vary across industries.

In this light, the results of the study indicate that in order to develop effective anti-corruption initiatives, a PPP needs to consider not only the particular context, values and culture where an initiative is implemented, but also aspects such as types of members, what industries they operate in, and their geographic presence. This is because both the level and type of corruptive behaviour that the companies are exposed to may vary depending on industry and region. Therefore, emphasis should be put on the private actor's core operations and insight into its own industry in order to develop PPP-initiatives that can target the specific issues of corruption in that particular industry or sector.

However, the findings point to that in order for the PPP to fully make use of its members' core business and insights, the members need to find a common ground with regards to their respective issues with corruption, and focus on the identified problems that they have in common. If this is not achieved, there is a risk that the members who do not face the same problems will not stay engaged in the PPP and its initiatives. This further points to the importance of developing interventions on the basis of the corporate sector's core business. Regarding the SLSD partnership, twenty different Swedish companies from varying industries are participating in this initiative. With regards to the discussion above, unless common areas and issues of corruption are identified, it may be difficult to implement a joint project that is

relevant for all member companies and where they all stay committed and are able to produce sustainable outcomes for anti-corruption.

Conclusion, success factor three

To sum, in order for a PPP to operate successfully it is important that its members are driven by the right motives and stay committed. The findings of the study suggest that in order to increase the chances for a PPP to generate long-term sustainable solutions, its initiatives for decent job creation and fighting corruption should relate to the private actor's core business. The argument for this is that the corporations must be able to see the usefulness of their engagement in order to secure the viability of the project and contribute long-term sustainability. As discussed above, in this way, the PPP can also benefit from the private actor's unique competencies, knowledge of its industry, and insight into what specific issues and needs ought to be addressed. Consequently, with regards to the criticism towards CSR which has been highlighted in academia, if activities for decent job creation and anti-corruption are related to the companies' own core business, CSR can be made into a strategic tool that can be integrated into their operations and strategies rather than being kept as a side-activity, driven by the wrong motives.

However, the empirical results of this study point to a concern regarding the degree of private sector's involvement in PPPs for development. According to academia, an empowering and participating partnership culture is identified as a success factor for PPPs (see Jeffares, Sullivan & Boivard, 2009 in Hodge & Greve, 2011, p. 9). However, the empirical findings reveal that the private sector sometimes perceives aid agencies as being afraid of involving them too much in PPP. This could result in that the partnership misses out on valuable knowledge and expertise, and therefore spends aid money less efficiently. In this light, it could be argued that equal levels of involvement by both the public and the private actor are required to reduce the risk of neglecting valuable knowledge and insights when designing PPP-initiatives. Thus, the third proposed success factor of relating an initiative to the private partner's core operations could help to circumvent the risk that the private sector is kept at a distance and instead better ensure that competencies are used to the fullest.

4. Generate added value for all stakeholders involved in the PPP-initiative

Turning to the final proposed success factor, in literature, the so called 'business case' is frequently discussed in relation to the driving forces behind the private sector's engagement in

activities that contribute to the development of society (Carroll & Shabana, 2010). Moreover, in addition to the increased pressure on companies to act socially responsibly, Kurucz et al. (2008, pp. 85–92 in Carroll and Shabana, 2010) postulate that companies engage in activities for a good cause because of the opportunity to reduce risks and costs, gain a competitive advantage, or to seek win-win outcomes through synergistic value creation. When relating this to PPPs, Poulton and Macartney (2012) state as mentioned that the private sector has its own objectives and will only enter a PPP which is fruitful for its own interests. According to them, it is therefore important to structure PPP-incentives in a way that encourages the private sector to act in line with the public interest (Poulton & Macartney, 2012).

Based on these theoretical assumptions and the analysed data, the fourth proposed success factor is concerned with the potential added value generated from PPP-activities for decent job creation and fighting corruption. The empirical findings indicate that all the initiatives examined, whether they target education and HIV or provide nutrition, have the potential to not only benefit the recipients, but also the members of the PPP themselves. Given this fact, in order to ensure the long-term viability of an initiative for decent job creation and anti-corruption, the initiative should also have the potential to generate added value for all actors involved.

Decent Job Creation

For Volvo and its engagement in CSR, the company's main requirements when developing such activities are that they must support the business and help to eliminate potential obstacles for the company's future success. When applying these criteria to the project of educating technicians in Ethiopia, several factors point to the initiative's potential to create value both for Volvo and the beneficiaries. As stated during the interview with Volvo, the aim with the initiative is to create jobs as well as to educate technicians for the purpose of growing the company's own business.

To illustrate, Volvo's collaboration with MERSETA on educating employees on the latest trends and developments within its industry, as well as its schools for technicians, could be considered as suitable ways of providing local people with proper education and tools to spur job creation within a country. At the same time, by doing so the company can secure a supply of domestic skilled labour that is able to perform maintenance work on its own products in the particular market. Hence, if the pool of skilled domestic labour expands thanks to the initiative, other investors may see an opportunity to establish in the Ethiopian market and hire

domestic workers. As a result, the increased investments that this may result in could contribute to economic development and a decreased absorption gap. In addition, more investments in infrastructure can be made which could generate added value for Volvo in terms of an increased demand for its products and thereby an opportunity for the company to increase its sales. This can be considered as a win-win scenario that could be a major motivation and incentive for engaging in activities that target decent job creation, especially for Volvo given its ambitious goal of growing by 25% in Africa over the coming years.

Furthermore, the findings show that Volvo is active in the so called “SWHAP” programme which assists Swedish companies in their efforts to prevent the spread of HIV and its effects at workplaces. A reason for this is that HIV is identified as a social obstacle for development since it does not only impact the health of a nation but also has a negative effect on the supply of domestic labour. Given the fact that Volvo has plans to expand in the African market, engaging in defeating HIV can be a way to generate positive returns also for the company. This assumption is based on the fact that preventing the spread of HIV both improves the national health and results in lower costs for the society. In this way, more people are able to attend school and work, which increases the size and quality of the domestic pool of workers. Regarding Nunnenkamp’s (2004) discussion about the role of education for reducing the absorption gap and attracting foreign investments, a skilled and healthy pool of workers might attract more investments and spur economic development, something which may also result in more business for Volvo in Africa.

With regards to Tetra Laval’s Milk for School Program in Zambia, the data points to that, as with Volvo, the training of small-scale farmers has been partly driven by a commercial mind-set and the aim to develop and help their customers grow since that also benefits the company itself. To illustrate, based on the empirical findings, the added value for Tetra Laval can come from improved educational performance among the children who receive free milk. If the local authorities invest in the milk for school program, it can generate positive development effects for the country and add value for Tetra Laval in the form of an increase in sales as more packages for milk will be procured. Moreover, the results of the study show that this intervention has generated many positive results also in the form of increased incomes for the small-scale farmers, an upswing in the productivity, and better control of the milk value chain for the dairy producers. Based on this, a possible effect of the development of the agricultural sector which this initiative has contributed to is an increase in both the quantity and the

quality of the milk production which might generate value for Tetra Laval as well, also here, in the form of increased sales as more packages might be needed.

Overall, the data show that both Volvo and Tetra Laval use CSR as a strategic business tool to create value for all actors involved in their initiatives, including themselves. With regards to the discussion about acknowledging the ‘business case’ and providing the private sector with incentives for engaging, it could be argued that a PPP-initiative for decent job creation can use added value as an incentive for the companies to abandon the business as usual trajectory and use their innovativeness and competencies to integrate both CSR and the poor into their business strategies. In addition, the findings point to the fact that such initiatives can benefit the public partner as well. In the case of SIDA, it could be argued that through joint forces, a bigger corporate engagement, and a more efficient use of CSR activities, its overall objective to fight poverty might be easier to attain.

Corruption

With regards to the effects of corruption on business, Lawrence and Beamish (2013) argue that corruption encourages individuals and firms to avoid transactions with unfamiliar parties, especially economic institutions that are managed by governments. They further state that by avoiding such market-based institutions, individuals and firms operating in such contexts are forced to internalize more of the cost of negotiating, regulating and enforcing the terms of contracts (Lawrence & Beamish, 2013). Given this fact and based on the findings of the study, a PPP initiative designed to target corruption in the area where the private actor operates could prevent the risk of high costs of internalization and instead generate added value for the private actor in terms of a reduction in transaction costs. This may come as a result of the strengthening of economic institutions that the intervention contributes to.

Therefore, in order for a PPP to implement an initiative that successfully addresses the issue of corruption, the initiative should be designed in a way that enables it to add value and provide incentives to the companies engaging in the activity. By doing so, the corporate sector and its public partner can build on each other’s expertise to produce value for all stakeholders. In addition, such initiatives could contribute to sustainable development as the strengthening of institutions spurs investments and decreases the absorption gap which creates values at all levels of the society in which the initiative is implemented.

Conclusion, success factor four

To sum, a proposed fourth success factor for PPP-initiatives that aim to create decent jobs and fight corruption concerns their ability to generate value, not only for the beneficiaries, but also for the partners in the PPP themselves. With regards to the literature which highlights the business case, focusing on creating win-win solutions can be a strong incentive for the private partners to truly make a long-term in PPPs for sustainable development. Moreover, literature on PPPs also emphasizes the need that both parties in a PPP share the same vision and fully agree on the objectives and the motives of the cooperation. With regards to this risk, designing PPP-initiatives that are based on win-win solutions could enable the partners to understand the ‘usefulness’ of their own engagement more easily as well as the potential added value that this engagement can generate also for themselves, something which might facilitate the harmonization of objectives between the partners.

Conclusion of discussion

This section has sought to answer the research question of the study by presenting and deliberating on four proposed success factors for a PPP, and the SLSD partnership in particular, to successfully contribute to sustainable development through decent job creation and fighting corruption. Based on the findings it could be argued that PPPs which consist of companies of differing sizes, experiences, and represent varying industries, could serve as an important platform for sharing valuable experiences, exchanging ideas and act as a powerful voice that could make profound impact with regards to development. This assumption is supported by the GDA (2013) framework which also highlights the advantage of sharing knowledge and experiences. However, for a PPP consisting of a large number of actors which differ from each other on several points, it might be difficult to find a common ground and jointly produce concrete initiatives that are relevant and add value to all the members, considering their industries and the locations in which they operate. PPPs which neglect the importance of finding a common ground might run the risks of overlooking true needs, missing out on valuable expertise possessed by the private actors, and discouraging commitment - thus producing short-term solutions which are proven not to have a desired impact on sustainable development. Instead, the proposed factors suggest that an initiative should be designed on the basis of: 1) the specific context 2) the core business and area of expertise of the private partner, 3) the initiative’s potential to produce structural changes and 4) its potential to generate added value. In this way, the PPP can avoid such risks and increase

the chances for producing long-term sustainable changes. However, this requires that the partners participate on equal terms, which indicates that the public partner must allow for full involvement of the private sector - something that, according to the empirical findings, might not always be the case.

Building on the findings of the study, a model has been developed to demonstrate how initiatives targeting decent jobs and decreasing corruption can help to create sustainable development by including the four identified success factors. As described in the introduction of the paper, this study has looked into the area of analysis at the micro-level by examining initiatives of individual organizations. To justify this chosen approach, we refer to Foss' (2010) argument about the necessity to sometimes study a phenomenon from a micro-perspective in order to understand its potential effects at a macro-level. Hence, the two models show that PPP-initiatives that are carried out at the micro-level can create structural changes and contribute to development at the macro-level by targeting variables linked to decreasing the absorption gap of a country or region.

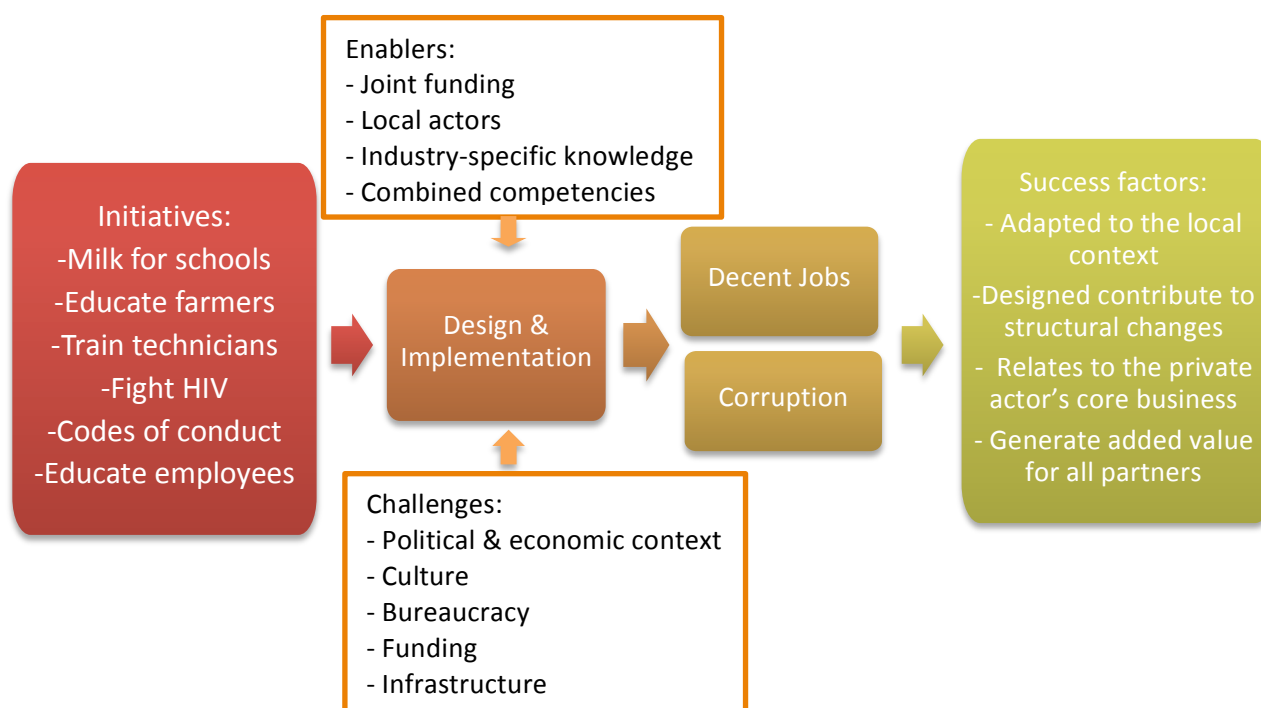


Figure 4. Micro-model of the findings of the study.

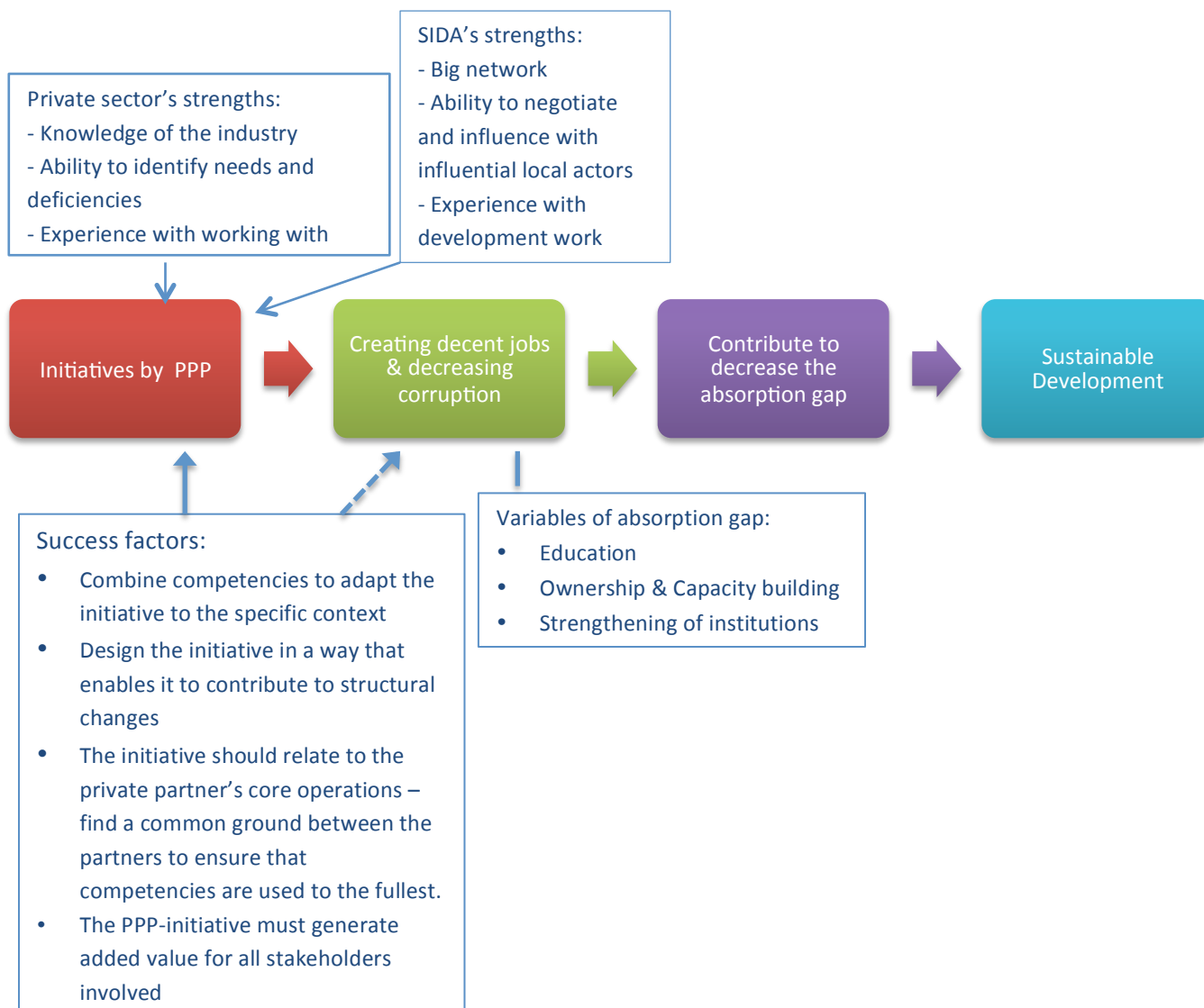


Figure 5. Macro model of PPP initiatives & development effects.

6. Conclusion

This study has investigated how progress on the economic and social dimensions of sustainable development can be achieved by combining the forces of the public and the private sectors in a PPP to successfully create decent jobs and decrease corruption. It is of great importance to focus on these aspects since decent jobs are considered to be key to progress on sustainable development (Thore & Tarverdyan 2009; ILO, 2007) whereas corruption has been identified as a main obstacle for doing so. Along with the increasing pressure to find new and alternative ways to achieve sustainable development, it has been recognized that public and private actors can make substantial contributions by cooperating on issues related to development. However, it could be argued that in order for a PPP to be able to produce desirable results, it must operate under conditions that allow it to do so.

The literature review indicates that research on the phenomena of CSR and PPPs has mainly focused on explaining the reasons why the private sector engages in the area of development and identifying general factors that make up a successful partnership. However, there is still insufficient research on the specific factors that PPPs need to consider in order to design and carry out their initiatives successfully. Therefore, the purpose of this study was to identify concrete success factors that could enable a PPP to produce interventions that effectively target decent job creation and fighting corruption.

Based on the analysis of two of SLSD's members, e.g. Tetra Laval and Volvo, and their respective initiatives carried out in cooperation with SIDA, four proposed factors that are considered important for a PPP initiative to successfully produce decent jobs and fight corruption were identified. These are: 1) combine competencies to adapt the initiative to the specific context; 2) design the initiative in a way that enables it to contribute to structural changes; 3) relate the intervention to the private partner's core operations to ensure that competencies are used to the fullest; and 4) ensure the generation of added value for all stakeholders involved.

These findings are derived from initiatives taken by companies operating in different industries, suggesting that they could constitute general enablers for the development of effective joint initiatives taken by the private and public sectors. However, all four of them

point to the need of adapting and customizing the particular initiatives for decent jobs and anti-corruption to the context where they are being implemented, as well as to be based upon the expertise and core business of the private partner.

Further studies

Considering the complexity of corruption, decent jobs and progressing on development at a global level, further studies need to be conducted to add to existing theory.

First, this particular study has looked into a PPP consisting of Swedish companies and a Swedish public actor. Given the differences in cultures and ways of working across the globe, in order to establish a better theoretical ground regarding PPP collaborations at a global level, there is a need to examine whether there are any differences between PPPs across cultures that have an impact on their way of working and thus their effectiveness.

Second, this study is of an explorative and qualitative nature with the purpose to identify success factors for PPPs to create sustainable development through the creation of decent jobs and decreasing corruption. As a logical next step, the absorption gap which has been subject to discussion in this paper and its connection to sustainable development should be further examined and complemented with additional quantitative data. In order to do so, there is a need to conduct research that focuses on examining factors that could contribute to a reduction in the absorption gap over a longer period of time to be able to measure the development. To exemplify, when PPPs engage in different types of activities for sustainable development, in this case decent work, it would be of interest to examine how to ensure that these initiatives not only will produce jobs but also will live up to all the criteria of what decent work entails.

Last, given the fact that a PPP like the SLSD represents a rather new way of working for public and private actors, and was in its initial phases when this study was conducted, the findings and the conclusions drawn were based on two companies' previous experiences of cooperating with a public actor on development (e.g. PPPs consisting of one private and one public actor). However, due to the increasing trend of cooperation across sectors, it is vital to study whether and how a PPP consisting of more than two different partners - e.g. buyers versus manufacturers - that represent different sectors can challenge the assumptions made in this thesis and be able to find a common ground and develop concrete and effective initiatives that are relevant for all.

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