



LUND UNIVERSITY  
School of Economics and Management

Department of Business Administration  
FEKN90, Business Administration  
*Examensarbete på Civilekonomprogrammet*  
Spring 2014

# SWEDISH LEADERSHIP FOR SUSTAINABLE DEVELOPMENT

Is The Whole Greater Than The Sum Of Its Parts?

## **Authors**

Anna Kadar

Malin Taggu

## **Supervisor**

Hans Knutsson

# Abstract

**Title:** Swedish Leadership for Sustainable Development – Is the whole greater than the sum of its parts?

**Seminar date:** May 23<sup>rd</sup> 2014

**Course:** FEKN90, Master thesis in Business Administration, 30 ECTS

**Authors:** Anna Kadar & Malin Taggu

**Advisor:** Hans Knutsson

**Keywords:** Creating Shared Value (CSV), Policy implementation, Public-Private Partnership (PPP), Sida, Sustainable development

**Purpose:** The purpose of this study is to describe and analyze a PPP in regards to shared value and organizational effects.

**Methodology:** A deductive, qualitative, case study approach is used to explore the answer to the research question. Data is collected from a single case, through eight semi-structured interviews and a survey.

**Theoretical frame of reference:** An integrated model, based on a literature review in the areas of public-private partnerships, creating shared value, and policy implementation, is used to understand and analyze the empirical findings.

**Empirical foundations:** The empirical foundation is based on eight semi-structured interviews with Sida and a survey with the participating corporations from the case; Swedish Leadership for Sustainable Development.

**Conclusions:** Institutional logic cannot be ignored when entering a partnership; first and foremost the purpose of the partnership has to be of equivalent strategic importance for all partners. Furthermore, when selecting partners, core capabilities of the partners have to be interdependent for the partnership to generate benefits for society – the whole has to be greater than the sum of its parts.

This thesis is dedicated to my  
beloved mother

*For your endless love, support,  
and encouragement - I did it for you*

Anna Kadar

This thesis is dedicated to  
Bianca

*You are my inspiration*

Malin Taggu

# Acknowledgements

## **Hans Knutsson**

Lund University School of Economics and Management

*Thank you for your inspiring tutoring, invaluable guidance and mentoring throughout the thesis process – your continued support and encouragement is valuable beyond words*

## **Sida**

*Thank you for enabling the possibility to carry out the study, and many thanks to all of you who participated in the semi-structured interviews – without your engagement there would be no thesis*

## **The participating corporations**

*Thank you for taking the time to answering the survey*

Lund, May 16<sup>th</sup> 2014

---

Anna Kadar

---

Malin Taggu

## Table of contents

1	Introduction .....	1
1.1	Background.....	1
1.2	Overall objective.....	3
1.3	Previous studies.....	3
1.4	Research question .....	4
1.5	Delimitations .....	4
1.6	Disposition.....	5
2	Methodology .....	6
2.1	Research design.....	6
2.2	Data collection.....	9
2.3	Method of data analysis.....	15
2.4	Credibility .....	16
2.5	Theoretical framework.....	18
3	Theoretical frame of reference .....	20
3.1	Public-Private Partnerships .....	20
3.2	Creating Shared Value (CSV) .....	28
3.3	Policy implementation .....	32
3.4	Integrated model.....	35
4	Empirical findings.....	37
4.1	Swedish Leadership for Sustainable Development .....	37
4.2	Level of engagement in the partnership .....	42
4.3	Outcomes from Swedish Leadership for Sustainable Development.....	46
4.4	Critique towards Swedish Leadership for Sustainable Development .....	50
5	Analysis.....	54
5.1	External environment.....	54
5.2	Internal environment .....	54
5.3	Partnership environment .....	59
5.4	Outcomes: organizational effects and benefits for society .....	62
6	Conclusion .....	64
6.1	Lessons learned from Swedish Leadership for Sustainable Development.....	64
6.2	General implications.....	66
6.3	Criticism of the study.....	68
6.4	Suggestions for further research.....	69
7	References.....	70
8	Appendices .....	73
8.1	Appendix A – further description of Sida .....	73
8.2	Appendix B – Joint declaration.....	75
8.3	Appendix C – Semi-structured interview guide.....	78
8.4	Appendix D – Survey.....	80
8.5	Appendix E – Survey email .....	84
8.6	Appendix F – Survey frequencies .....	85
8.7	Appendix G – Article.....	87

# 1 Introduction

*The introduction chapter starts with presenting the background of the thesis, continued by the overall objective and previous studies within the area of partnerships. Thereafter the research question and the delimitations of the study are presented. The chapter ends with the disposition of the thesis.*

## 1.1 Background

Public-Private Partnerships (PPPs) have been criticized for being “*the cruellest invention of the human spirit*” (Lapsley, 2009, p.1), as the outcome often is far from the intended, and for generating conflict of interests (Lapsley, 2009; Thomasson, 2009). But what if the public sector was to cooperate with the private sector when it comes to sustainable development? Would that too be more problematic compared to the possible outcomes?

One of the most accepted definitions of sustainable development is Brundtland’s in the World Commission’s report: “*development that meets the needs of the present without compromising the ability of future generations to meet their own needs*” (United Nations, 1987, p.37). The report sees the possibility for a new era of economic growth for the last decades of the 20<sup>th</sup> century. September 6-8<sup>th</sup> 2000, the Millennium Summit is held at United Nations Headquarters in New York (United Nations, n.d). At the summit, the Millennium Declaration is unanimously adopted; a document that contains statement of objectives, principles and values for the international agenda for the twenty-first century. The central challenge is to ensure that globalization becomes a positive force for all, and the leaders commit their nations to a new global partnership to reduce extreme poverty. With a deadline of 2015, eight Millennium Development Goals (MDGs) are agreed to, where ensuring environmental sustainability, and to develop a global partnership for development are included.

Since then, sustainable development has not only been a priority of United Nations, but for governments and corporations around the world; in 2010, when BP leaked millions of gallons of crude oil into the Gulf of Mexico, Barack Obama, the President of United States of America, says: “*In the same way that our view of our vulnerabilities and our foreign policy was shaped profoundly by 9/11, I think this disaster is going to shape how we think about the environment and energy for many years to come*” (The Telegraph, 2010). Still, the long-term effects of the biggest oil spill at sea in history are unknown (Goldenberg, 2014).

In September 2010, United Nations Member States initiate steps towards evolving the development agenda beyond 2015; in June 2012, the process is taken further with the adoption of

the document 'The Future We Want' (United Nations, n.d). It clearly states implementation of sustainable development depends on the active engagement of both the public and private sectors; the role of the private sector is recognized to contribute to the achievement of sustainable development through the important tool of PPPs. The document set in motion several inter-governmental processes for the post-2015 development agenda.

### 1.1.1 Corporate social responsibility – the role of the private sector in society

Corporate social responsibility (CSR) has come far from Friedman's (1970) statement, that increasing profits is the only social responsibility of business. In the 1950's it was considered to be the responsibility of the business man, but evolved to include a broader set of stakeholders in the 1970's, it is further developed in the 1990's, to become a question of strategy and generating shared value (Carroll, 1999; Gond & Moon, 2011; Lee, 2008; Maignan & Ferrell, 2004; Porter & Kramer, 2006; 2011).

In 1991, Carroll presents the pyramid of corporate social responsibility, with economic responsibilities as the foundation upon which legal, ethical and philanthropic responsibilities rest; without profits "*the others become moot considerations*" (Carroll, 1991, p.41). In the beginning of the 1990's being a good corporate citizen is a philanthropic responsibility, discretionary or voluntary, as "*communities desire firms to contribute their money, facilities, and employee time to humanitarian programs or purposes, but they do not regard the firms as unethical if they do not provide the desired level*" (Carroll, 1991, p.42). This is later incorporated in either the ethic or the economic responsibility, depending on the reasons behind the philanthropy; instead corporate citizenship to some extent involves aspects of economics, law, and ethics (Schwartz & Carroll, 2003). In turn, McWilliams and Siegel (2001) underscore that CSR goes beyond obeying the law and imply CSR is an ethical responsibility. In contrast Jeurissen (2004) regards corporate citizenship as determined by the institutional conditions of the society. The external environment, i.e. the economic, political, social, and cultural patterns of society, foster or hamper corporate citizenship by exerting influence and posing conditions on the corporation through market relationships, regulatory frameworks, stakeholder environment, and societal values.

This means the role of the private sector in today's society is to work with stakeholders to contribute to sustainable development, which is clearly stated in the World Bank definition of CSR: "*the commitment of business to contribute to sustainable economic development by working with employees, their families, the local community, and society at large to improve*

*quality of life in ways that are both good for business and good for development”* (World Bank, 2005, p.71).

## **1.2 Overall objective**

Sustainable development is since long a recurring topic in the Swedish Parliament (Sveriges Riksdag, 2014), and Swedish government agencies already have sustainable development goals; Sweden is a forerunner when it comes to sustainable development. In 2013, Sweden was ranked as the most sustainable country in the world, based on its social and governance practices in education, labor participation and institutional framework, as well as for its low carbon dioxide emissions and use of renewable energy sources (RobecoSAM, 2013). The private sector in Sweden is also leading when it comes to sustainable development, according to a report issued in 2007, Sweden has the most responsible competitive corporations; the report is based on corporate responsibility issues, e.g. anticorruption, human rights, environment and climate change (Environmental Leader LLC, 2006-2013).

Although both the public and private sector in Sweden have come far separately, there are still examples of unsustainable development; through the extended value chain of H&M, one of the world’s top clothing brands, employees in factories in Cambodia state how the wage is below the standard, they have to work a lot of overtime, and they are discriminated for being members of independent unions (Hagström, 2013). Furthermore, in order to get desirable mobile licenses in Uzbekistan, TeliaSonera paid billions of dollars to a company in the tax haven of Gibraltar, with links to Uzbek dictator's daughter (Liebermann, 2012).

This makes it interesting to explore what the public and private sector in Sweden could achieve together when joining forces for sustainable development. Furthermore, in contrast to the critique directed towards PPPs, Kanter (2011) argues great corporations are aware of the needs of people and society, and that they invest in the future e.g. by partnering with the public. Thereby, the objective of the study is to understand what the outcomes from PPPs are in regards to sustainable development.

## **1.3 Previous studies**

The purpose of presenting previous research within the area of partnerships is to provide an initial overview of the topic.

In the field of CSR, Jamali and Keshishian (2009) study five partnerships between the private sector and NGOs. The context of the specific cases varies and impacts the relationships. In all



of the cases, the NGOs take the management of the partnerships, as the mission is their core operation. One of the five cases is a partnership between Deloitte and Injaz Lebanon. Injaz is a member of the Junior Achievement Worldwide, and teaches entrepreneurship and innovation among Arab youth in North Africa and the Middle East. Professionals from Deloitte work as volunteers to teach young people entrepreneurship, economics, business skills and leadership. Deloitte also gives young people an opportunity to shadow them at work. Through the partnership the education initiatives have a greater area of impact, and ensure that the local population receives a better education. By raising the level of education, Deloitte also improves the factor conditions in regards to future employees and customers, which is a potential for shared value.

The study further shows organizational effects for both the NGOs and the private sector. The nonprofit partner learns how to be more effective e.g. how to better prepare proposals, how to better structure projects, and communicate expectations. As for the private sector, due to the various needs at the community level, they learn the importance of continued involvement in CSR.

#### 1.4 Research question

United Nations highlights the need for sustainable development, and although Sweden is a forerunner, scandals still occur. This give rise to an interest in exploring what the public and private sector can achieve when joining forces. Furthermore, besides organizational effects, Jamali and Keshishian (2009) show partnerships have potential for shared value. Thereby, with the objective to explore the outcomes from PPPs working for sustainable development, the purpose of the study is to describe and analyze a PPP in regards to shared value and organizational effects.

Thus, the research question of the study is:

***“In regards to outcomes, which are the lessons learned from public-private partnerships, with sustainable development as the objective?”***

#### 1.5 Delimitations

With the ongoing post-2015 discussion concerning sustainability issues, there is a rationale for exploring the outcomes of the public and private sector joining forces for sustainable development. In order to capture lessons learned, the outcomes are studied from both sides of the partnership. However, even though partnership relations vary due to context, practical

constraints limit the study to one specific case. Furthermore, due to accessibility constraints the study emphasizes the effects on the public side.

## **1.6 Disposition**

The thesis is divided into six chapters. Chapter two describes the methodological approach, it provides an elaboration of the chosen research methods and research design, as well as how the data is collected and analyzed. The methodology chapter concludes with a discussion in regards to the credibility aspects of the study as well as the theoretical frame of reference. The third chapter builds the theoretical framework that is used to analyze the empirical findings presented in chapter four. The empirical chapter uses a descriptive method to present Swedish Leadership for Sustainable Development. The fifth chapter addresses the analysis part of the thesis, where the theoretical framework is applied to the empirical findings from chapter four. The final chapter contains the conclusion and answers the research question. Furthermore, the concluding chapter also contains a discussion about general implications, critique of the study, as well as suggestions for further research.

## 2 Methodology

*The chapter provides an elaboration of the chosen research methods and design, preceding an explanation of how the data is collected and analyzed. The chapter continues with a discussion of the credibility aspects of the study in terms of reliability and validity, before it presents the reasoning behind the theoretical framework.*

### 2.1 Research design

*This section presents an overview of the chosen research design; a deductive, qualitative, case study approach.*

#### 2.1.1 A deductive approach

The chosen approach, to describe and analyze a Public-Private Partnerships (PPP) in regards to shared value and organizational effects, starts with a theoretical framework, generated from a literature study. The theoretical framework is applied to a specific case, and continuously evaluated and validated by pattern-matching. This implies a deductive research approach; the process starts from theory and leads to conclusions through observations and findings, whereas the inductive approach has the reverse connection (Bryman, & Bell, 2013).

Criticism of the deductive approach is that researchers tend to look for information that supports the predetermined expectations (Jacobsen, 2002). Existing theories and models cannot be neglected, their relevance and importance are imperative to be able to conduct the study. If the relevant conditions were not known, the inductive strategy would have been better suited (Jacobsen, 2002).

#### 2.1.2 A qualitative research strategy

Although the quantitative research strategy generally is combined with a deductive approach, the objective, to explore the outcomes from PPPs, working for sustainable development, implies words are more interesting than numbers (Bryman, & Bell, 2013). Hence, the qualitative design is suitable since it is well used to explore substantive areas about which little is known or about which much is known to gain a more novel understanding (Strauss, & Corbin, 2008). With the emphasis on the individuals' interpretations and perceptions of reality, reality is seen as a social construct; thus, qualitative research differs from the scientific approach commonly used in quantitative research (Bryman, & Bell, 2013). The flexibility of the qualitative strategy, to adapt data collection to the reality of the case, is preferred over the rigidity of the quantitative (Jacobsen, 2002).

Criticism to the qualitative strategy generally is that the research is too subjective; how the conclusions are based on the researchers' views about what is important and meaningful, and how the researchers establish personal relationships with the study subjects (Bryman, & Bell,

2013). In this study, the starting point is more similar to the quantitative strategy; it has a clear connection to existing literature and theoretical ideas about PPPs. Furthermore, no personal relationships are initiated with the respondents prior to, or after, the study.

### ***An explorative approach***

To be able to answer which the lessons learned from PPPs with sustainable development as the objective are, in regards to outcomes, the chosen approach is exploratory. The approach is to be used when the research problem is poorly understood in order to provide a better understanding of the situation (Yin, 2009). The explorative approach is not used to generalize in respect to individuals or situations, still this approach allows for theoretical generalization; the study can strengthen the validity of the existing theory (Yin, 2009).

### **2.1.3 Case study design**

To analyze and describe the unique features of a specific PPP, a case study design is suitable; an ideographic approach takes in the complexity and specific nature of the particular case (Bryman, & Bell, 2013). The case study design is often associated with the exploratory approach (Yin, 2009). It can be very useful when there is a need to explore on-going events or investigate the phenomenon in its natural setting. Furthermore, the strength of using a case study is the multitude of evidence that can be used; incorporating everything from interviews, observations, to documents and articles, since there is no need to control behavioral events (Yin, 2009).

The lack of basis for scientific generalization and the objectivity in the reporting of evidence are important issues to consider with a case study design (Bryman, & Bell, 2013). However, as with the explorative approach, the study motivates for theoretical generalization and does not intend to enumerate frequencies (Yin, 2009). When it comes to objectivity, the critique is most often directed to the new theories generated from a case study design (Eisenhardt, 1989). In this study, the conclusions are generated from existing literature; new theory is not built from the case study itself.

### ***Case study selection***

The population is crucial as it defines the set of entities from which the sample is to be drawn, but the research question helps to specify the kind of organization to be chosen as well as the kind of data to collect (Eisenhardt, 1989). The criteria and prerequisites when selecting the sample, is for the case to be a PPP with sustainable development as the objective. Furthermore, based on the fact that only theoretical generalizations are to be conducted, a single case study is justified and sufficient to obtain the essential information.

Reading the Swedish International Development Cooperation Agency's (Sida's) press release 'Svenska företag i unikt initiativ för hållbar global utveckling' (Sida, 2013) generated an interest in Swedish Leadership for Sustainable Development (SLSD). Sida is a government organization under the Swedish Foreign Ministry, working on behalf of the Swedish parliament and government (for more detailed information concerning Sida, see Appendix A). With SLSD, Sida has initiated a network with the private sector to work for sustainable development and to develop specific projects and models. SLSD has four workgroups, one per key area of a joint declaration (see appendix B); sustainability, environmental impact, decent jobs, and anticorruption, to which the corporations chose to participate in as per their own interests.

Corporations participating in SLSD are: Axel Johnson AB, Boliden AB, Elekta AB, Ericsson AB, Företagarna AB, GoodCause, H&M Hennes & Mauritz AB, IngKa Holding BV/The IKEA Group, Indiska Magasinet AB, Investor AB, Novamedia Svenska PostkodLotteriet AB, Ratos AB, Scania AB, SPP Liv Fondförsäkring AB, Swedfund AB, Systembolaget AB, Tetra Laval Group, The World We Want Foundation, Unilever, and Volvo Group (Sida, 2013).

The participating corporations denote a broad range of the private sector in Sweden, including actors in health, transport, telecom and textile, whereof some have production located in, or source from developing countries, meanwhile others are reliant on low- and middle income country markets for their growth and investments. According to Sida (2013), the corporations will strive to develop quality products and services, which have positive impact on people and societies in developing countries, throughout their value chains, as opposed to only creating commercial value. The positive impact will be made possible by incorporating sustainable technical solutions and innovations into the core business practices and securing top-management commitment, which are important means to accomplish effective results that are sustainable.

In August 2013, Sida is contacted by phone, and after an initial meeting at Sida's head office in September, access to the case is granted and a relationship with a contact person within the project management of SLSD is established. During the autumn, contact with Sida is held and background material is provided to the authors. A dialogue is held through email concerning the purpose and objective of the study, as well as the research question. Sida is interested in conducting a value analysis of SLSD to better understand how the members of the network perceive the joint partnership; good and bad. Hence, there is no misalignment concerning the

purpose and objective between Sida and the authors; both have the intention to find lessons learned from the collaboration.

## **2.2 Data collection**

*This section describes the multiple features used in the process to collect data. First a pre-study, based on documents and articles, focusing on Sida and SLSD is performed. Second follows semi-structured interviews at Sida, which provides the main part of the empirical data to the study. To get the perspective of the private sector, a survey is conducted with the participating corporations. Secondary sources are used throughout the data collection process.*

### **2.2.1 Pre-study**

Before the semi-structured interviews, a pre-study based on secondary sources is conducted, using background material, media articles and information from Sida's website. The two main objectives are to get an overview of Sida's work and to acquire knowledge about Sida's ongoing projects. Gaining the knowledge enables an understanding of SLSD as well as the environment at Sida, which is important in the preparation process prior to the interviews. As a result, the focus of the semi-structured interviews is on the essence of lessons learned from SLSD, instead of Sida as an agency. Furthermore, the pre-study also helps to prepare and conduct the interviews with a higher level of confidence.

### **2.2.2 Semi-structured interviews**

In line with Bryman and Bell (2013) semi-structured interviews are the natural choice of interview type for gaining insights on lessons learned, since the respondents, topics, issues, and questions are decided and prepared in advance. Semi-structured interviews also give flexibility and possibility to ask follow-up questions, as well as examining interesting themes instead of being obliged to strictly follow a structured predetermined template.

One interview guide (see Appendix C) is prepared for all the interviews. In order to get different perspectives on the same theme, to provide the most relevant data, as well as to systematically collect the data needed for the research, the interview guide is designed on the basis of the theoretical framework (Yin, 2009). It contains open and non-leading questions, further the interview guide is categorized in sub-themes to make it easier for the respondents to answer the questions, and the language is adapted to the situation (Bryman, & Bell, 2013). The first section consists of project background questions, to facilitate a good start of the interview. The demographic part concludes the interview, to avoid the possibility of upsetting or offending the respondents, which in turn could negatively impact the interview.

The questions of whom to interview and where to conduct the interviews are discussed with the contact person at Sida. To conduct the interviews face to face, is preferred, as it is as-

sumed to give more enhanced data to work with; it provides the opportunity to study the respondents' facial expressions and body language in addition to their verbal answers (Alvesson, 2011). To help with the logistics, it is decided to concentrate the interviews to Sida's head office in Stockholm during the first week of March 2014. The advantage of conducting the interviews at the respondents' work space is that it allows for them to be comfortable, more relaxed, and open to answering the questions; which enables the interviews to go smoothly. Simultaneously, the disadvantage is that the respondents may remain loyal towards their employer and thus it might prevent them from expressing their true opinions (Bryman, & Bell, 2013).

To gain a profound understanding of SLSD, it is preferable to conduct interviews with employees at different levels in the organization (Alvesson, 2011). This is discussed with the contact person, who in turn suggests respondents. Since qualitative research is driven by theoretical selection and not statistical, a non-probability sample, like this convenience sample, is better suited; in this study, a probability sample would introduce the risk of the respondents not being able to provide relevant data (Bryman, & Bell, 2013). The final eight respondents are suggested on the basis that they can provide the most relevant and valid information to the study. The contact person at Sida sends an email to inform all the suggested respondents of the importance of their participation and asks them to prioritize the interviews. This primes the respondents to have a positive attitude towards the interviews; however, since the contact person is part of the project management the respondents can also interpret the interviews as additional workload. The day after the contact person's email, all of the respondents are contacted by the authors via an email, stating how their participation is highly appreciated. The respondents are asked to reply with an interview time, March 4<sup>th</sup> to 6<sup>th</sup>, most suitable to their schedule. Only one of the respondents replies with a time suggestion, the rest have to be contacted by phone to schedule the interviews. To ensure time to discuss impressions, e.g. facial expressions and significant statements, a break of at least 30 minutes is scheduled between the interviews. Besides time to reflect, the break also allows for the authors to refresh and prepare for the next interview.

One of the initial respondents delegates to a person whom is less involved in SLSD. After a discussion with the contact person at Sida, the new respondent is accepted and thereby data in one area is less extensive. To assist the visit and to make it efficient, the contact person tries to arrange for the authors to gain access to all facilities at Sida and to reserve one conference room to be used for the interviews. However, it is not possible to grant the authors security

access, nor is one and the same meeting facility available for the three day visit. By this, the authors lose the opportunity to observe the respondents in their work environment and the possibility for more thorough field notes. In addition, the respondents are to choose or suggest meeting facilities for the interviews, which has them doing administrative work. To reduce the chance of negatively impacting the respondents' attitude towards the interviews, the authors, when contacting the respondents per phone, present the suggestion to hold the interviews at 'Oasen', an open space at Sida where no security access is needed; only two of the respondents prefer to take the interview in a separate meeting room.

The interview guide is emailed to the respondents upon their request, one week before the interviews. This gives them time to prepare for the interview, thus it enables them to be more relaxed during the interviews. It also contributes to good conversations, but providing the interview guide in advance also inserts the risk of the respondents being able to fabricate their answers (Bryman, & Bell, 2013). To reduce the risk of not attaining the respondents' spontaneous answers, the questions in the interview guide is on a high level in regards to the relevant themes of the study. At the interviews, the respondents' are asked to elaborate their answers and follow-up questions related to the themes of the study are asked to further reduce the risk of well-prepared answers.

Both authors are present at the interviews to minimize individual biases and to enhance the opportunity of identifying any unexpected distinctions in the findings (Eisenhardt, 1989). Furthermore, one author holds the interview and is responsible for asking the questions and interacting with the respondent. The other author takes notes and provides any subsequent questions that can benefit the study, as well as pays attention to expressions and body language. This makes the interviewer feel more relaxed and able to focus on the interpretation of the respondents' verbal answers to be able to ask adequate follow-up questions. During the breaks both authors' impressions are discussed and notes are taken, which makes it easier to further interpret the respondents' answers.

Due to conflicting schedules, two of the respondents are not available for interviews at the time of the visit; consequently, the visit is reduced to two days; March 4<sup>th</sup> and 5<sup>th</sup> 2014. With regards to time and financial constraints of the study, those two interviews are conducted over the phone at a later point in time. By conducting the interviews over the phone, it is not possible to interpret the respondents' body language, and it is also more difficult to observe nuances in their tones. But the advantage of conducting the last interview in April is that the authors



have time to further reflect and analyze the other respondents' answers, which provides the opportunity to ensure that certain follow-up questions are asked in relevant areas.

At the beginning of the semi-structured interviews, the respondents agree to being recorded. Asking permission right before the interview inserts the risk of the respondent becoming anxious or nervous (Bryman, & Bell, 2013). By explaining the purpose of the recording the respondents do not object; the purpose is merely to be able to secure nothing of the respondents' valuable information is lost while taking notes, and to minimize the risk of misinterpreting the notes. To ensure the quality of the recordings, three recording devices are used; two mobile phones and one computer. Some of the respondents are more prepared than others; some bring a printed version of the interview guide with handwritten key words, whereas some have not even looked at it. All of the respondents are offered a printed interview guide and the structure of the interview is explained to the respondent, which shifts the focus away from the recording devices.

On average, the interviews last approximately one hour and by the end of the sessions the respondents are asked if they have anything further to convey. This as a way to verify no important aspects are excluded or lost during the interviews. The interviews are held in Swedish, the native language of the respondents and the authors, even if the interview guides are prepared in English; conducting the interviews in English would introduce the risk of a language barrier, which might hinder the respondents to speak freely. As previously stated, impressions from the interviews, e.g. the respondents' verbal answer, body language, and tone, are discussed, interpreted, and added to the notes directly after each of the interviews are conducted.

Table 1 provides a brief overview of the respondents and their participation in the study.

Respondent	Position at Sida	Swedish Leadership for Sustainable Development role	Date	Type	Duration
Klas Waldenström	Director General's Office	Project owner	2014-04-04	Phone	78 min
Henrik Riby	Partnerships and Innovations	Project manager	2014-03-04	Site	66 min
Paula Kermfors	Partnerships and Innovations	Project management	2014-03-04	Site	90 min
Anne Kullman	Partnerships and Innovations	Work group leader: Sustainability	2014-03-05	Site	48 min
Louise Herrmann	Africa	Work group leader: Environmental Impact	2014-03-11	Phone	60 min
Karin Isaksson	International Organizations and Policy Support	Work group leader: Environmental Impact	2014-03-04	Site	70 min
Maria Stridsman	Africa	Work group leader: Decent Jobs	2014-03-05	Site	46 min
Clara Corths	Organisational Development	Work group member: Anticorruption	2014-03-05	Site	57 min

**Table 2.1. Interview participants**

As a way to ensure the respondents are able to speak freely and to ease the concern of being identified, the respondents are assured their identities are not going to be disclosed. To uphold the anonymity of the respondents, they are randomly assigned a number and are hereby referred to as respondent 1-8.

### 2.2.3 Survey

To be able to get the perspectives of all parts of SLSD, a survey (see Appendix D) is conducted with the participating corporations. As the survey also is used by Sida to measure “customer satisfaction” of SLSD, it is discussed with the contact person at Sida. It is decided the survey is to be sent by Sida to the corporations, as close as possible to the end date of the project. This is a way to increase the legitimacy and the possibility of a high response rate. Unfortunately, it also introduces the possibility of fabricated answers, since Sida is the initiator of SLSD. Nevertheless, to further give legitimacy to the survey, approximately two months prior to the publication, Sida informs the corporations of the importance of their evaluation of SLSD, but also how the survey is part of a master thesis. Informing the corporations that the survey is part of a master thesis, might introduce the possibility that the corporations do not give the survey the priority they otherwise would have.

It is important to keep the questions in relation to the theoretical framework, while simultaneously meet Sida’s requests, which makes the wording of the questions is particularly essential. Hence, several revisions are created; in between the revisions, Sida holds several internal meetings in regards to the survey. As a result, some questions are formulated in terms different from the theoretical framework, yet still applicable for the analysis. For some of the questions Sida believes to already know the answers. Whereas for the authors, the questions serve as triangulation (Bryman, & Bell, 2013); a way to confirm the accuracy of the information provided by Sida either through the documents, or through the interviews. To be able to keep the questions in the survey, they are reworded as per Sida’s comments.

The final version of the survey is entered into Netigate<sup>1</sup>, where the authors are granted access. Sida provides the list of respondents, which only has one name per corporation, but includes important partners to the network. April 1<sup>st</sup>, an email prepared by the authors, is automatically sent from Netigate, with April 15<sup>th</sup> as the closing date (see Appendix E). April 10<sup>th</sup>, Sida holds a SLSD network meeting, where the corporations are reminded of the importance to participate in the survey. The same date an email reminder is sent from the system. With only two responses by April 11<sup>th</sup>, a dialogue is initiated with Sida. Consequently, the closing date is revised to April 23<sup>rd</sup> and an email reminder is sent to the recipients April 17<sup>th</sup>. The authors are contacted April 16<sup>th</sup> to include one more email address to the list of respondents, giving a total of 27 respondents (see Appendix E).

---

<sup>1</sup> Netigate is the tool Sida is using for online research. For more information see [www.netigate.se](http://www.netigate.se)

When the respondents follow the link in the email they are brought to the survey, which has Sida’s logo, giving further legitimacy. An introducing text written by Sida presents the purpose of the survey. According to the authors it appears to be too long and gives too much background information before concluding with the purpose of the survey. However, the layout of the survey is spacious, furthermore, a short paragraph introduces each section to prime the respondents and to make them understand the context better, thereby enabling an efficiency in their answers (Bryman, & Bell, 2013). To make the survey appear to be shorter, a horizontal matrix layout is chosen (Bryman, & Bell, 2013). The survey starts with background questions for demographic usage, and concludes with open answer questions. For the main part, the respondents are asked to rate their level of agreement to several statements, ranging from ‘Strongly agree’ to ‘Strongly disagree’. The statements are divided into subsections under either SLSD or Sida’s role in SLSD.

By April 25<sup>th</sup>, twelve corporations have opened the link in the email. But, only eight corporations have completed the background part of the survey, which gives a response rate of 30%. However, two corporations do not complete the survey, corporation 8 only provides answers to the background section, and corporation 7 only answers until question 22. This gives a total of six corporations, which drops the response rate to 22%. With this low response rate it is not possible to draw any general conclusions. However, as the corporations are from different industries and also part of different workgroups, it is assumed the small response rate still is an indication of the perceptions of the corporations. The respondents at the corporations are managers within the area of corporate responsibility or sustainability, and five of the corporations (62%) have cooperated with Sida before. All of the priority areas, i.e. the workgroups, are represented in the answers. Three of the corporations are participating in more than one workgroup. See table 2 for details of the survey participants.

Corporation	Industry	Position at corporation	Cooperated with Sida before	Priority area/Workgroup		
				Sustainability	Environmental impact	Anti- Decent jobs corruption
1			No			X
2	Automotive	SVP CSR management	Yes	X	X	X
3	International trade	Manager of Ethics and Environment	Yes		X	X
4	Retail	Sustainable Development	Yes	X		X
5	Supplier of systmes for food processing and packaging	Global director of Food for Development Office	Yes			X
6	ICT	CR Expert	Yes			X
7	Medical device	Global VP, CSR & Risk mgmt	No			X
8	Financial	CR Manager	No			X

Table 2.2. Survey participants

#### **2.2.4 Secondary sources**

Secondary data takes the form of articles, books and internet sources. LUBSearch and Google Scholar are the used search engines, which provide articles from a variety of databases. In order to find the most relevant articles, different key words are used e.g. ‘Public-Private Partnerships’, ‘Shared value’ and ‘Collaboration’. Lovisa, the search engine of Lund University, is used to find books within the area of the thesis. The number of citations is used as an indication to evaluate the secondary sources in regards to authenticity, credibility, representativeness, and meaning (Bryman, & Bell, 2013).

### **2.3 Method of data analysis**

For the semi-structured interviews within-case analysis is performed, as a way to become well familiarized with each of the respondents’ answers (Eisenhardt, 1989). This enables the unique patterns of each interview to generalize patterns across the interviews. However, to reduce the risk of premature and false conclusions, the data is further cross-case compared to go beyond the initial impressions (Eisenhardt, 1989); workgroup leaders’ responses are compared to project managements’ and those of the corporations, all of which are examined to find similarities and differences. Since frequency is the primarily interest, and not to investigate the causality; univariate analysis is conducted for the data collected from the survey (Bryman, & Bell, 2013). To ensure that all thoughts, impressions, challenges, and choices made can be incorporated in the analysis, short notes are written daily as a way to document the process (Bryman, & Bell, 2013). The use of field notes provides the opportunity to overlap data analysis with data collection (Eisenhardt, 1989).

Data collection and analysis have occurred in alternating sequence, through an iterative process. The risk with the approach is that the data might shape the researcher, just as the researcher shapes the data (Strauss, & Corbin, 2008). Nevertheless, an objective stance is held towards the discoveries, imposed by multiple viewpoints of events, and by relating to the literature of existing theory to find examples of similar phenomena, and by maintaining an attitude of skepticism towards the findings. Thereby, the results from data analysis are based on theoretical comparisons, which is suitable since they not only help to grasp the meaning of events, they also help researchers to discover possible dimensions and properties in the data; to move from a level of description to one of abstraction, and force researchers to examine basic assumptions and biases (Strauss, & Corbin, 2008).

## 2.4 Credibility

*This section assesses the credibility of the study, in regards to reliability and validity, as a way to evaluate the research and to guarantee the use of appropriate information. Although the criteria often are considered more suitable for quantitative studies (Bryman, & Bell, 2013), reliability and validity are also commonly used in empirical social research, where case studies belong (Yin, 2009).*

### 2.4.1 Reliability

The degree to which this study can be replicated is relatively low; it is impossible to freeze the conditions and social settings to obtain the same results. Therefore, the external reliability of the study can be questioned, as is often the case with qualitative studies. However, by the detailed account of the research methods, the interview and survey participants, as well as of the case setting the external reliability of this study is enhanced.

The internal reliability, that the authors agree on what they see and hear, is high. Although, the authors lack formal training as interviewers, the reliability is improved by the use of standardized interviews with guidelines, and by both authors being present and taking notes during the interviews. To avoid misinterpretations and misunderstandings, questions are asked for clarification. The interviews are discussed, evaluated and summarized directly after they take place. Furthermore, to ensure the respondents are understood correctly and to assure what is said during the interviews the respondents are recorded, which are listened to at a later period in time. Remaining ambiguities are processed by complementing questions to each respondent by email or by phone. To not transcribe the interviews, word by word, can be seen as a weakness as it introduces the risk of not presenting all relevant information in the empirical findings. However, as a result of the above mentioned process, all information relevant to the theoretical framework is presented.

To advance the reliability of the study further, and to assure a good understanding of Sida and SLSD, the interviews are conducted with people from different levels of the project; the project management as well as the workgroups, to see if their views are in agreement. By providing the interview guide in advance, the risk of the respondents getting together and pairing to give concurrent answers is introduced. However, as the guide is on a high level, and interesting themes are followed up during the interviews, the respondents still are spontaneous which reduces the risk of pre-determined answers. As the interviews are not transcribed, they are not sent to the respondents for proofreading, which can question the reliability of the study, but it would also induce the risk of the respondents taking the opportunity to change their state-

ments. In addition, the respondents explicitly state they are more interested in the compiled findings, consequently the final version of the thesis is sent to Sida.

To keep a critical approach to the data collection process, and to assess whether the information is credible and relevant to the study, it is important to mention aspects that may affect the quality of the responses. First, the interviews are conducted in Swedish, and all statements are translated to English, which introduce the risk of nuances of the respondents' answers being lost in translation. Second, all of the interview respondents have very intensive workdays and busy schedules; some thereby answer their phones and/or emails during the interviews. This sense of stress is inflicted to the authors who, to keep the predetermined interview schedule, in some sessions accelerate the respondents and summarize a conclusion instead of letting the respondents continue openly. Third, by conducting two of the interviews on phone; it is not possible to read the respondents' body language or to know their level of engagement in the interviews. Fourth, in retrospect, some follow up questions are too leading and the order of the questions could be rearranged to provide more open discussions. Fifth, the survey is sent out close to the Easter holiday, which may be a reason for the low response rate. Finally, it is not known if the high frequency of corporations that has cooperated with Sida before is representative for the entire population. Together, the aspects could imply some details are overlooked in the analysis.

#### **2.4.2 Validity**

The extent to which the findings and implications of this study can be generalized across social settings is low; it is difficult to achieve high external validity through a case study with small samples. Furthermore, high external validity implies the conclusions might be applicable to other corporations in similar or different industries as well as in other geographical locations. The purpose of this study is to describe and analyze a PPP in regards to shared value and organizational effects, nevertheless, to enhance the validity multiple sources of evidence is used; both the perspective of the public sector as well as the private sector is studied through the semi-structured interviews and the survey. A case study has the prospect of making a theoretical generalization, or an analytical generalization (Yin, 2009), as the conclusions of the study can be generalized towards the theories on a general level, thus this study has the possibility to strengthen the theoretical models.

To analyze how the case relates to the theories, and to obtain the best information possible, the respondents are selected to include participants most relevant to the study. Although the

number of respondents may appear low, the project management and all workgroups are interviewed at Sida, and the survey is sent to all participating corporations. Thereby the number of respondents is considered to be sufficient to achieve a higher degree of validity.

Preparing the interview guideline and the survey from the theoretical framework, not only improves reliability, it also enhances the internal validity; it assures the study focus on what is intended to be explored. The questions are designed to explore the outcomes from PPPs working for sustainable development, which is the objective of the study. To ensure no questions could be misinterpreted, the interview guide is reviewed and updated continuously during one month's time; a few days before sending the interview guide to Sida, it is reviewed and updated one final time with "new eyes". The survey is prepared by the authors, but commented by Sida before sending it to the participants, this gives the survey additional validity as Sida's evaluation can be said to pilot the survey.

Since Sida suggests the respondents for the semi-structured interviews, it could limit the study, as certain aspects may have influenced their choices. However, the respondents have the most relevant information to the study. This is clear in the case where one workgroup leader delegates to a person within the project team; the respondent has little or no knowledge to answer the questions. Furthermore, although most of the semi-structured interviews are physical the perceptions of the corporations are assessed through a survey. To truly analyze SLSD from the point of view of the private sector, interviews are to prefer. Since the study has to be conducted before the project is closed, Sida is reluctant to support and endorse a qualitative approach, and the choice for a survey is thereby considered to be satisfactory to collect data from the corporations. However, the results of the study might in turn be distorted, as there is more substantial data collected from the public side. Vast amounts of information from multiple sources are gathered to obtain a detailed understanding and reliable picture of the situation to enhance the validity. Since the information collected is consistent, it therefore is perceived as credible. Furthermore, to read the empirical findings and/or the analysis is considered time-consuming, thereby the respondents, neither Sida nor the corporations, are asked to do so.

## **2.5 Theoretical framework**

The background of the problem is in the partnership between the public and private sector, how PPPs do not lead to intended outcomes. In an environment where the importance of sustainable development is increasing, the research question asks for lessons learned. The initial



intention of the study is to find outcome from PPPs, in regards to shared value. From this starting point a theoretical framework is built on CSR, where different types of partnerships between the public and private sector led to shared value. Important aspects of the formation and operation process of partnerships are included to be able to assess efficiency. Last area of the initial theoretical framework is what type of shared value PPPs can lead to; see figure 2.1. The initial theoretical framework is used to prepare the interview guideline and the survey.

SLSD is still in the startup phase, and during the semi-structured interviews, it becomes apparent it is not possible for the respondents to present any physical outcome at this point in time. Furthermore, an aspect that cannot be ignored is that Sida is in the transition to a new way of working with development aid. As a result, the authors turn to literature in the field of policy implementation and organizational change. To fully be able to analyze the empirical findings it is imperative it is included; therefore, the theoretical framework is revised. The revision includes PPPs, covering important aspects for partnerships and possible organizational effects; creating shared value (CSV), in the aspects of what can be generated from partnerships; and policy implementation, since Sida is going through a change from classic development aid towards new and innovative ways of working, see figure 2.2. However, a risk with revising the theoretical frame is that the authors actively include theories to support the empirical findings.



Figure 2.1. Initial theoretical frame



Figure 2.2. Revised theoretical frame

A shortcoming, with the choice of theory, may be that it does not focus on conflicting theories; rather, the focus is on complementary theories and models considered to be relevant in the areas of PPPs, CSV, and policy implementation. When it comes to literature in the field of PPPs, the purpose is to gain a wide understanding. CSV is a relatively new aspect of CSR, and hence has not yet been severely criticized. However, an article contesting the value of CSV, by Crane, Palazzo, Spence and Matten (2014), is included as a way to moderate the glorification of CSV. The part for policy implementation is built on relatively old articles; however, more recent literature, e.g. Hupe, Hill and Nangia (2014) support the theories. By not including conflicting theories, shortcomings with the included theories might be overlooked. Nevertheless, the aim with complementary theories is to build a wide theoretical framework for the explorative study; not to find the best available theory to test hypothesis.



### 3 Theoretical frame of reference

The chapter builds the theoretical frame of reference for the thesis, starting with Public-Private Partnerships (PPPs), including the important aspects for partnerships and possible organizational effects. This is followed by a section on creating shared value (CSV), covering conditions and how to assess and maximize CSV, the section concludes with criticism of the CSV concept. The importance of the internal organization being prepared for a new way of working cannot be underestimated; thereby a section on policy implementation is included. The chapter concludes with an integrated theoretical framework, containing the main aspects from the literature review. In the integrated model, benefits for society and organizational effects are the outcomes from PPPs, which are influenced by the contexts of partnerships; the external environment, the internal environment, and the partnership environment, see figure 3.1. The model is the solid foundation for understanding and analyzing the empirical findings, which is continuously completed throughout the chapter.



Figure 3.1. Contexts affecting partnerships and outcomes

#### 3.1 Public-Private Partnerships

This section presents important aspects for collaboration between the public and private sector, as well as possible organizational effects of partnerships.

A public-private partnership (PPP) can be defined as “a long-term development and service contract between government and a private partner” (Maskin & Tirole, 2008, p.413), where the risk-sharing arrangements and governance structures may vary. The government typically engages the private partner to develop and operate a project, as well as to accept risk and to raise private financing, whereas the revenue comes from some combination of government payments and user fees. Furthermore, compared to more traditional forms of cooperation, according to Zhang, Wan, Jia and Gu (2009) a PPP has three distinct features. First, the partners do not share the same ownership structure as one partner is a publicly owned organization, while the other is a privately owned organization; thus the partners tend to pursue different strategic and operating goals. Second, the outcomes are public or quasi-public goods and

services for the welfare of a third party, i.e. not the client of either partner, but society at large. For traditional collaborations, private goods are typically the output. Third, the effects from partnerships remain for long periods of time.

To further understand PPPs, Bryson, Crosby and Stone (2006) present a framework for partnerships, whereas Samii, van Wassenhove, and Bhattacharya (2002) have identified three formation stages with key features to form a partnership. And to finalize the aspects of partnerships, Kanter (1994) presents eight criteria successful partnerships share.

### **3.1.1 A framework to understand partnerships**

Bryson, Crosby and Stone (2006) define cross-sector collaboration as “*the linking or sharing of information, resources, activities, and capabilities by organizations in two or more sectors to achieve jointly an outcome that could not be achieved by organizations in one sector separately*” (Bryson, Crosby & Stone, 2006, p.44), and refer to partnerships that involve government, business, philanthropies and nonprofits, communities, and/or the public as a whole. They have categorized the literature on cross-sector collaborations and developed a framework to understand collaboration consisting of the five categories; initial conditions, process, structure and governance, contingencies and constraints, and outcomes and accountability, see figure 3.2. Given the definition, partnership is from here on used instead of cross-sector collaboration.

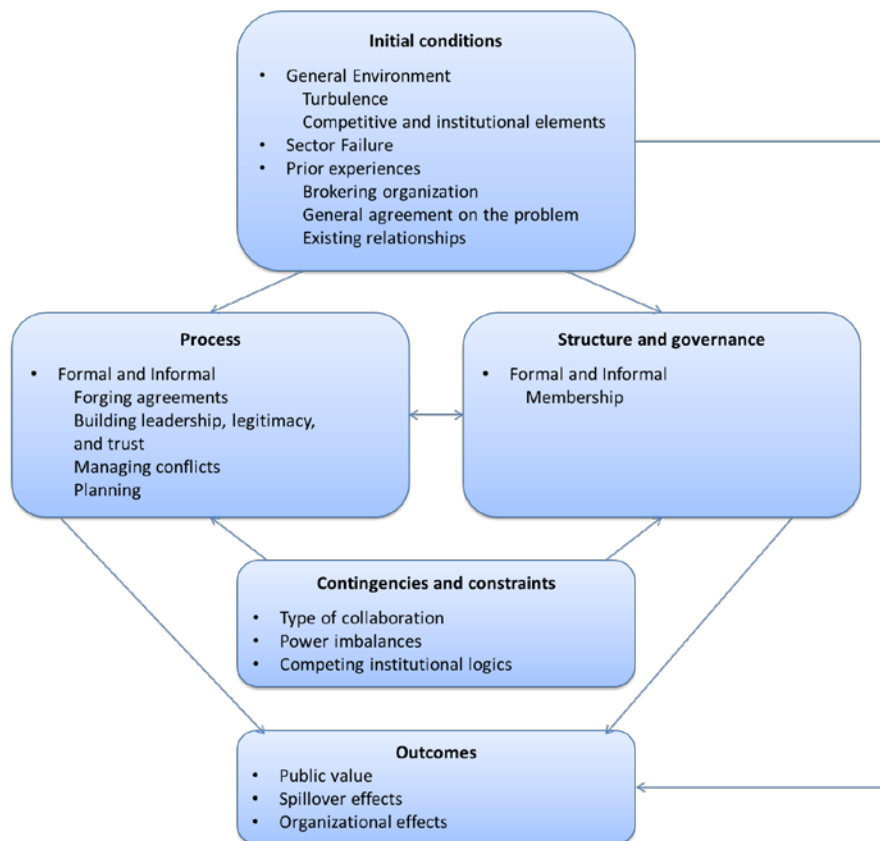


Figure 3.2. A framework for understanding partnerships (Bryson, Crosby & Stone, 2006)

Several factors can prompt partnerships, Bryson, Crosby and Stone (2006), identify three initial conditions. First, in turbulent environments partnerships are more likely to form, but the formation and sustainability are affected by driving and constraining forces in the competitive and institutional environments. Second, sector failure, i.e. the degree to which single efforts to solve a public problem has failed, influences formation of partnerships; public policy makers are more likely to try PPPs when separate efforts are likely to fail or already have failed. The third aspect of initial conditions is prior experiences, where three linking-mechanisms are emphasized. The first is a brokering organization, acting as a powerful sponsor, to draw attention to the problem and accord legitimacy within stakeholders. General agreement is the second; it clarifies the interest of the partnership in resolving the problem and how much the help of others is needed to solve it. Lastly, prior relationships are essential as existing networks not only provide the legitimacy of key stakeholders, but also the trustworthiness of other partners; coordination is easier the more the partners have interacted in positive way in the past.

The second category of the framework is process, where Bryson, Crosby and Stone (2006) focus on six aspects, the first is forging initial agreement. Form and content along with the processes behind the formulation affect the outcomes of the partnership; a formal agreement provides accountability. Furthermore, building leadership, legitimacy, and trust are three im-

portant process aspects. The fifth aspect is to manage conflict; conflicts may arise from differing views but also as a result of power struggle. Last aspect is planning, which needs to be both deliberate and emergent, and take careful attention to stakeholders.

According to Bryson, Crosby and Stone (2006), the third category is structure and governance. Structure concerns vertical and horizontal components of the partnership. Over time the structure is likely to change as a result of the complexity in local environments and because of ambiguity of membership, the partnership structure is further affected by the roles and responsibilities, and due to the nature of tasks. Governance, i.e. coordinating and monitoring activities, is in turn a prerequisite for the survival of partnerships.

When it comes to contingencies and constraints, the fourth category, Bryson, Crosby and Stone (2006) present three factors that influence sustainability of the partnership, as well as the process, and the structure and governance; collaboration type, power imbalances, and competing institutional logics. The collaboration type determines the negotiation process. Power imbalance or mistrust is prominent when there is a difficulty for the partners to agree on a mutual purpose. In addition, with partnerships there is the complexity of competing institutional logic, each partner has its own set of norms, structures, and processes, which influence the actors' behavior, e.g. there could be contradicting views and legitimacy between bureaucracy and flexibility. The difficulty to agree on essential elements of structure, process, and governance can influence the outcome of the partnership.

In the fifth category, Bryson, Crosby and Stone (2006) differentiate the outcomes of partnerships between; public value, spillover effects, and resilience and reassessment. Public value, which cannot be created by single partner alone, is more likely generated when the weaknesses of each partner are overcome, minimized, or compensated. Simultaneously, for public value, the partnership should build on the individual strengths as well as on the self-interests of its members. In addition, the creation of value is enhanced by spillover effects. Organizational effects, refers to the ability of the partnership to regroup and reframe if the outcome is not successful, the leaders should regularly assess if the partnership should be continued, terminated or modified.

### Summary of main aspects

In Bryson, Crosby and Stone's (2006) framework, benefits for society and organizational effects are identified as outcomes. In addition, three different environments can be identified, i.e. the external environment, the internal environment, and the partnership environment. The external environment exists outside the partners and the partnerships, depending on the initial conditions there might be a need to form a partnership. The internal environment is the organizational structure of the partners, where the institutional logic is part of the contingencies and constraints. In turn, the partnership environment refers to the situation of the partnership itself, and depends on contingencies and constraints, through prior experiences; structure and governance; as well as the processes of the partnership. The aspects of, and relations between, the environments are illustrated in figure 3.3, which is the basis for the theoretical frame of reference of the thesis.

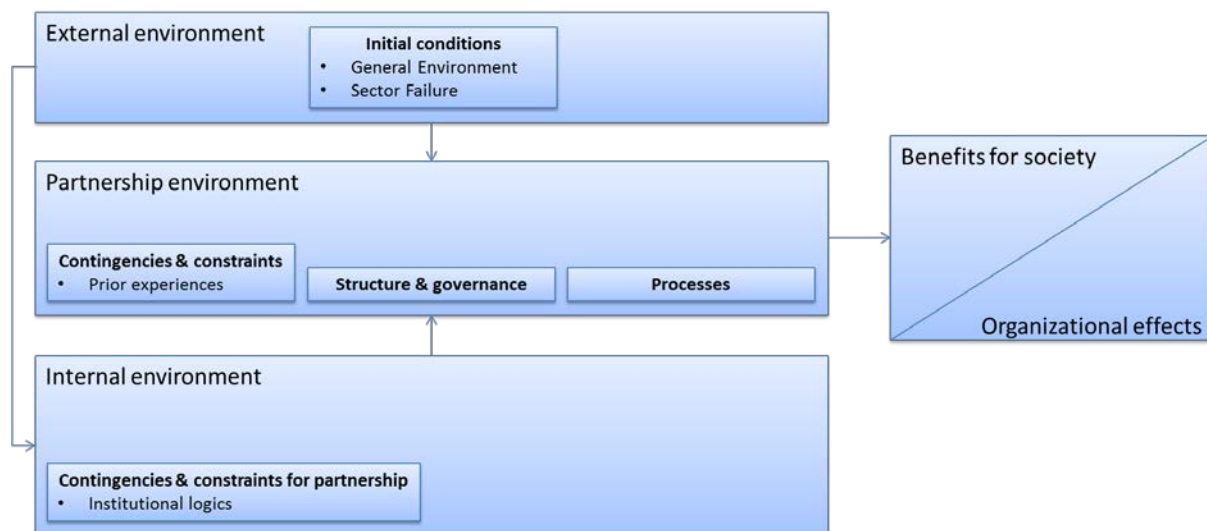


Figure 3.3. Main aspects of Bryson, Crosby and Stone (2006)

### 3.1.2 Key features of a partnership

Complementary to Bryson, Crosby, and Stone (2006), Samii, van Wassenhove, and Bhattacharya (2002) emphasize three formation stages for partnerships; pre-formation, formation, and post-formation. Pre-formation includes four features; selection of partners, size of the partnership, the learning and unlearning process, and finally the context of the partnership. In partnerships, partners are often a given part of the equation, but in some cases the partners hold a unique position and thereby cannot be excluded or replaced, as partner capability is a critical factor. It is important that the size of the partnership is determined by the purpose of the partnership; there is a need for critical, diversified and complementary mass of opinion, vision and experience. For the third feature, the learning and unlearning process; past records of collaboration with other organizations is an indication of an organization's position on the

learning curve. However, it is important to carry out an ‘unlearning’ process for the partners to align expectations with the new cooperation model, as oppose to past cooperation experience. The last feature, the context of the partnership, integrates strategies, activities and culture; senior management should adopt a central role as facilitators, and make sure that any organizational change is properly integrated in the strategy of the organization.

For a good fit, Samii, van Wassenhove, and Bhattacharya (2002) present six key formation features, the first is resource interdependency, referring to what can be achieved together cannot be achieved alone. Next follows symmetry in commitment, performance, common goal, and cultural appreciation. For the partnership to come alive, the same level of commitment and involvement is expected from people in the partners’ organizations; involving the operational team in the design stage makes the feeling of ownership stronger, which coupled with direct implementation enhance the probability for success. Partners’ equal commitment, i.e. allocation of time and resources, guarantee reciprocal appreciation and create opportunities for synergies among the partners. Performance symmetry, or mutual cooperation among the partners, is achieved when each partner’s contribution to the outcome is equally valued. Common goal symmetry refers to that the individual goals have to be an output or subset of the overall objective. Regarding cultural appreciation symmetry, partner has to be able to relate and have equal appreciation, respect and understanding of the cultural environment and differences within the partnership. The final feature is converging working cultures; to enable the partnership team to communicate, work and decide across their respective organizational boundaries, it is best to jointly develop simple, flat and parallel structures.

Lastly, Samii, van Wassenhove, and Bhattacharya (2002) introduce six post-formation conditions to makes partnerships work. Leadership is the first and key to success; management has to be assigned to a ‘neutral’ partner who can freely operate and negotiate while bearing in mind the common goals of the partnership. Second is the partnership team; each partner has to designate resources in order for the partnership to go into the operational phase. The level of commitment determines the quality of human resources attached to the initiative. Third is intensive communication by different means, which leads to partner confidence and trust-building processes. Fourth condition is a consensus-building approach, which is crucial for balanced solutions to the identified problems. It gives the necessary flexibility and creates an interactive environment that enables the development and experimentation of new ideas. Fifth is immediate implementation, which is necessary to avoid disagreements, especially among skeptical partners. Last condition is alignment of cooperation learning and capability; sharing

knowledge across organizational boundaries promotes the formation of trusted relationships and builds social capital for further innovation.

The key features for each stage of the partnership formation are presented in table 3.

Pre-formation:	Formation:	Post-formation:
Selection of partners	Resource dependency	Leadership
Size of partnership	Commitment symmetry	Partnership team
Learning and unlearning process	Performance symmetry	Intensive communication
Context of partnership	Common goal symmetry	Consensus-building approach
	Cultural appreciation symmetry	Immediate implementation
	Converging working cultures	Alignment of cooperation learning capability

**Table 3.1. Formation features from Samii, van Wassenhove and Bhattacharya (2002)**

Furthermore, according to Kanter (1994), successful partnerships tend to meet eight criteria:

- Individual excellence – the partners are strong and have something of value to contribute to the partnership, and they have positive not negative motives to enter the partnership, e.g. they want to pursue future opportunities and not escape a difficult situation;
- Strategic importance – the partnership fits major strategic goals of the partners and they have long-term objectives in which the partnership plays a key role;
- Interdependence – the partners have complementary skills and assets which makes them need each other and neither can accomplish alone what they can do together;
- Long term commitment – the partners show solid signs of investments by devoting financial and other resources to the partnership;
- Information sharing – the partners share information required to make the partnership work, and the communication is reasonably open;
- Integration – the partners build broad connections between many people at many organizational levels, and become both teachers and learners;
- Institutionalization – the partnership is given a formal status with a clear decision process and responsibilities, and it extends beyond the people who designed it; and
- Integrity – the partners act toward each other in honorable ways that enhance and justify mutual trust.

### **Summary of main aspects**

Figure 3.4, continues building on the theoretical frame of reference, but the previous aspects are faded. The main aspects of the key features and success criteria show the complexity, and the importance of careful planning, to initiate a successful partnership. It relates to the contingencies and constraints for partnerships of the internal environment; cultural appreciation and convergence relates to the institutional logic. Strategic importance includes individual excellence; as both relate to the mission with entering a partnership. Learning and unlearning process is also part of the contingencies and constraints to be able to make the cultures converge

and form a partnership. In the partnership environment, the partnership formation sets contingencies and constraints. The partnership team, interdependence, symmetries, and long-term commitment are part of the structure and governance of the partnership. Consensus-building approach and leadership are part of institutionalization, intensive communication and alignment of cooperation learning capability, in turn, is part of information sharing. Thereby information sharing, integration and integrity, and institutionalization are part of the processes.

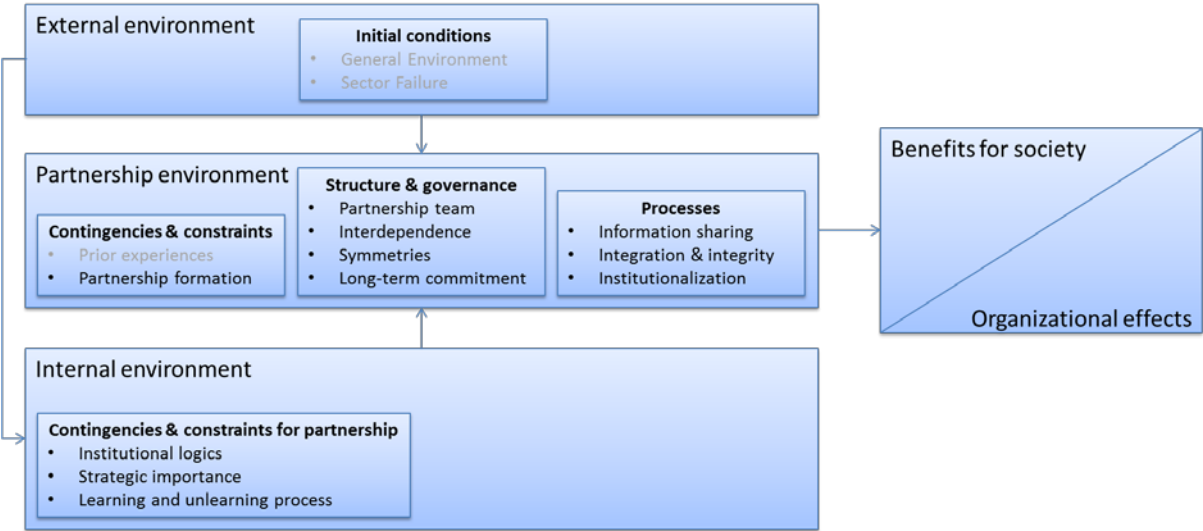


Figure 3.4. Main aspects of Samii, van Wassenhove, and Bhattacharya (2002) and Kanter (1994)

**3.1.3 Possible organizational effects of Public-Private Partnerships**

Hardy, Phillips and Lawrence (2003), present three different organizational effects for PPPs; strategic, knowledge creation, and political. PPPs are about working with partners to leverage existing resources, thus the strategic effects are primarily about the pooling and transfer of resources of all kinds. Furthermore, partnerships are an important source of knowledge creation, as knowledge is not a resource that can be transferred from one organization to another; it grows from social interaction. The political effects refer to how the effects of partnerships are broader than the relationship between the partners, and how the effects may sustain for a longer period compared to the collaboration. Thus, by engaging in a partnership, organizations have the possibility to influence, not only the partners, but to affect other outside parties and society at large.

Complementary, Weiss, Anderson, and Lasker (2002), see partnership synergy as the primary characteristic of a successful collaborative process. By combining the knowledge, perspectives, and skills of the different partners, the partnership is enabled to think in new and better ways how to achieve its objectives, plan more comprehensive and integrated projects, and



strengthen its relationship to the society. The synergy from a successful partnership is something new, valuable, and greater than the sum of its parts.

### Summary of main aspects

To summarize, beside the political effects of partnerships, which benefit society, possible outcomes are organizational synergies, depicted in figure 3.5.

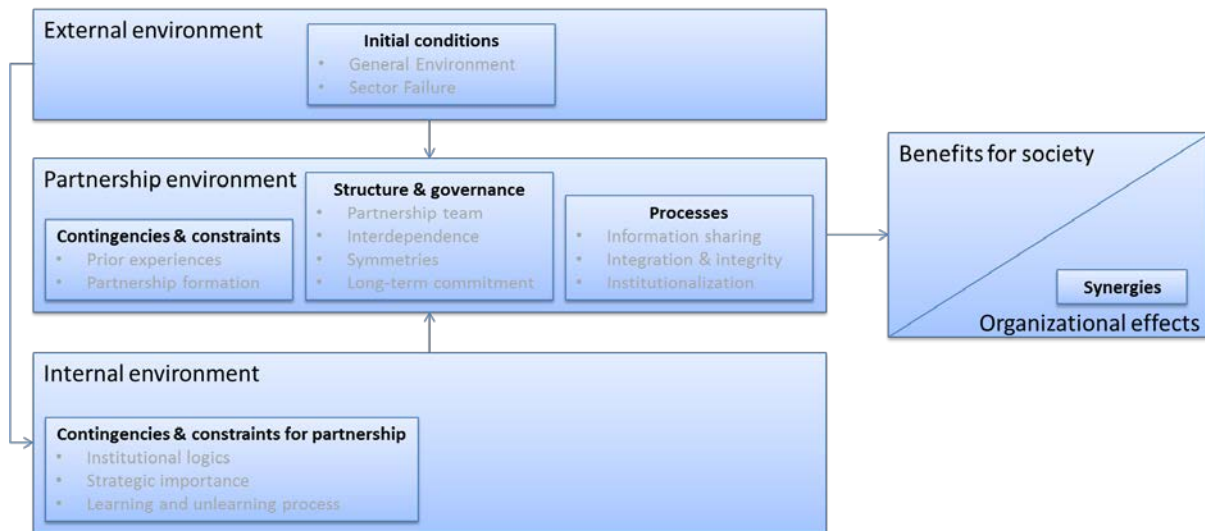


Figure 3.5. Main aspects of Hardy, Phillips and Lawrence (2003) and Weiss, Anderson and Lasker (2002)

With the important aspects, and possible organizational effects, of a partnership in place, the partnership has a possibility to create value, thus the next section focus on potential outcomes of PPPs.

## 3.2 Creating Shared Value (CSV)

*This section presents potential outcomes of PPPs by the concept of creating shared value (CSV). It includes the conditions for CSV and a part on how to assess and measure it. The section concludes with criticism of the CSV concept.*

Although there Porter and Kramer (2006; 2011) do not define creating shared value (CSV), it differs from corporate social responsibility (CSR), for the former corporations leverage their capabilities to create economic value by creating societal value, whereas for the latter the corporations mostly focus on reputation (Porter & Kramer, 2006; 2011). By using the definitions from Drucker (1984) corporations should no longer apply to the social responsibility of wealth, i.e. do well to do good e.g. as charitable donors; but to the social responsibility of business, i.e. do good to do well. Furthermore, businesses acting as businesses, can address the pressing issues the world faces (Porter & Kramer, 2011).

According to Porter and Kramer (2006), there is a mutual interdependence between a corporation and society, which can be analyzed from two perspectives, by looking inside-out and by

looking outside-in. The value chain describes the activities a corporation engages in when doing business. Thereby, it can be used as the inside-out framework to map the positive and negative social impacts of the activities of the corporation. By doing this the corporation could find problems and opportunities to investigate and further reduce and/or pursue. The other way is by looking at the social dimensions of the competitive environment of the corporation, also known as the diamond framework; the context for firm strategy and rivalry, local demand conditions, related and supporting industries, and factor conditions. With the outside-in perspective, corporations cannot take on all four areas; instead the corporation should identify the area(s) with the greatest strategic value to benefit society at large in relation to competitiveness. By using the two tools there is potential for CSV.

The CSV concept is further elaborated by Porter and Kramer (2011), where they present three distinct ways to create shared value; by reconceiving products and markets, redefining productivity in the value chain, and building supportive industry clusters at the locations of the corporation. By improving value in one of these areas, opportunities arise in the others, which become a virtuous circle. To reconceive products and markets, corporations have to ask 'is our product good for our customers, or their customers?' and open up for innovation to meet the growing demand for products and services that support sustainable development. By addressing societal concerns, through the value chain of the corporation, productivity benefits can be yield; primarily in the areas of energy use and logistics, resource use, procurement, distribution, employee productivity, and location. When local cluster development is enabled, productivity is improved, as deficiencies in the framework conditions create internal cost for the corporations, e.g. the demand for products is limited by poverty, poverty further leads to high security costs, unhealthy workers, and environmental degradation. For building clusters the formation of open and transparent markets is vital; if workers are exploited, or if suppliers due to corruption do not receive fair prices, productivity suffers.

Hwy-Chang, Parc, So Hyun and Nari (2011) present an extension of the CSV strategies presented by Porter and Kramer (2011). According to Hwy-Chang et al. (2011) the first question a corporation should ask to pursue CSV is 'What?' which relates to strategy and the core competence of the corporation. When the corporation has decided what to do it can continue with the question 'How?' and take the other steps, i.e. redefining productivity in the value chain; reconceiving comprehensive targets; and enabling local or global cluster development.

### 3.2.1 Conditions for shared value

Shared value, according to Maltz and Schein (2012), is not redistribution of existing value; it is to create more value to be shared among stakeholders, which is done by finding ways to leverage the link between social and economic progress. To understand the conditions that generate shared value they have developed a three Cs framework. High shared value is most likely generated when the corporations have the capability to do so, when there is consistency between the creation of shareholder value and social value, and when the social value can be cultivated beyond the corporation. It is necessary to have capability for CSV. When it comes to consistency, two main perspectives are identified; the economics-first perspective and the mission-based perspective. For CSV the corporation has to consider both perspectives and not prioritize short-term initiatives with direct impacts on profitability. Cultivating shared is done e.g. by technology transfer or through partnerships. By cultivating shared value and leveraging capabilities strategically beyond the corporation, standards and best practices are often created.

#### Summary of main aspects

The literature review, in regards to CSV and the integrated theoretical framework, presents contingencies and constraints at the internal environment, illustrated in figure 3.6; the partners need both the inside-out perspective, as well as the outside-in perspective in order to execute CSV strategies. Furthermore, according to the three Cs framework, they have to have the capability, consistency, and be able to cultivate shared value.

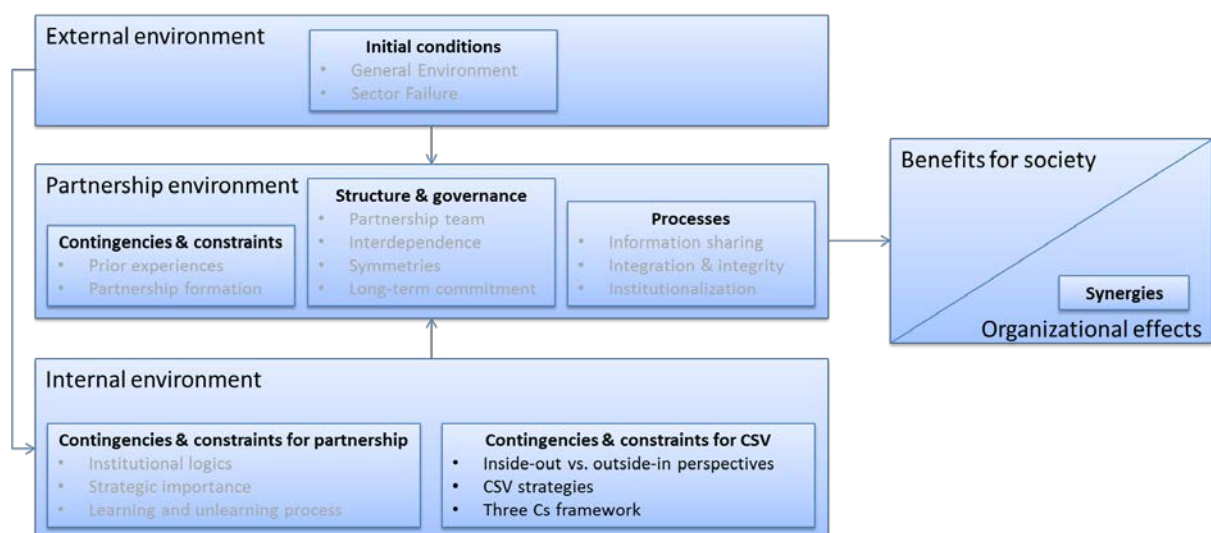


Figure 3.6. Main aspects of Porter and Kramer (2006; 2011), Hwv-Chang et al. (2011), and Maltz and Schein (2012)

### 3.2.2 Assessing and maximizing shared value

Maltz, Thompson and Ringold (2011) see shared value from a perspective of externalities; externalities occur when private costs or benefits do not equal social costs or benefits. To estimate the shared value, they apply a nine step social-welfare analysis methodology. The corporation has to start with deciding its stakeholders; ‘whose benefits and costs count, and how much?’ Next, the corporation should consider what it does best in relation to the stakeholders, to reduce alternatives and make the portfolio manageable. In step three, the nature of externalities is to be clearly defined, by quantifying benefits and costs to the stakeholders. The following steps include predicting quantitative consequences for the stakeholders; monetizing and discounting the predicted consequences; summarizing benefits and costs for each initiative; performing sensitivity analysis on key assumptions; and finally prioritizing.

#### Summary of main aspects

In regards to the theoretical frame, Maltz, Thompson and Ringold (2011) adds positive externalities as benefits for society, see figure 3.7.

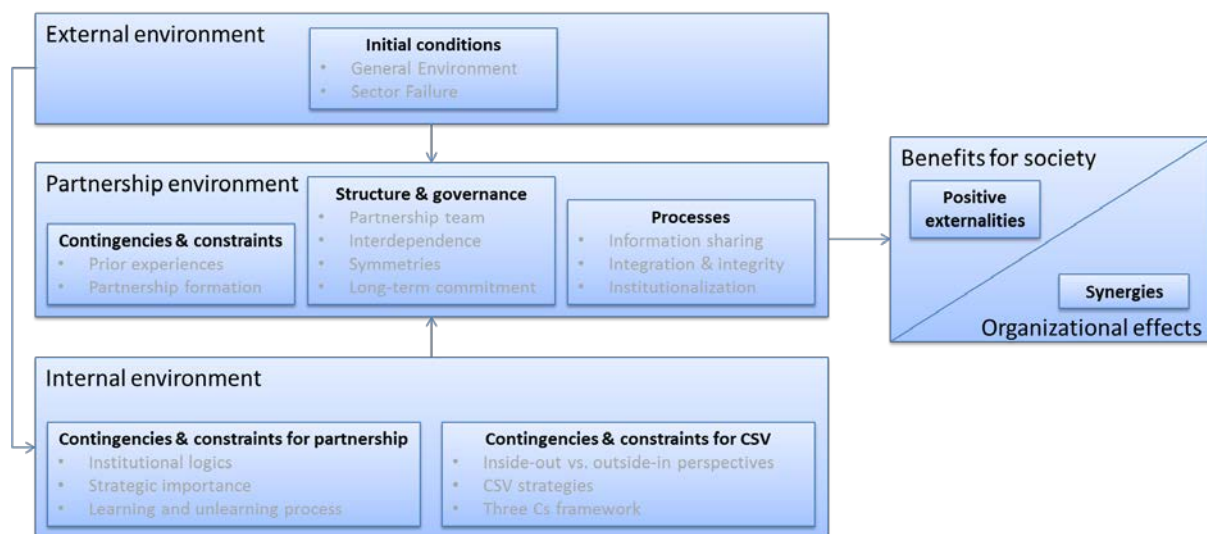


Figure 3.7. Main aspects of Maltz, Thompson and Ringold (2011)

### 3.2.3 Criticism of the CSV concept

In a recent article, the CSV concept, presented by Porter and Kramer, is criticized. Instead of transforming social problems relevant to the corporation into business opportunities, Crane, Palazzo, Spence and Matten (2014) argue CSV is unoriginal, ignores the tensions between social and economic goals, is naive about the challenges of business agreement, and is based on a shallow notion of the role of the corporation in society. According to Crane et al. (2014), CSV is similar to CSR, stakeholder management, and social innovation. Furthermore, as corporate decisions relate to social and environmental problems are manifested in terms of dilemmas rather than potential win-wins. Corporations might tend to promote the impression

that complex problems have been transformed into win-win situations even though the problems of systemic injustice have not been solved, and marginalized stakeholders might have increased as a result of the engagement of the corporation.

When it comes to the challenges of business agreement, the CSV concept is argued to simply be built on an assumption that compliance with legal and moral standards is given. By this the CSV concept ignores the most pressing social problems corporations with globally stretched value chains face. Instead of solving systemic social and environmental problems, CSV motivates corporations to focus on easy win-win projects. Lastly, the CSV concept “*looks to solve the macro systemic problem of capitalism by changing micro firm-level behaviors*” (Crane et al., 2014, p.140), and is just as Porter’s ‘old’ strategy models: corporate-centric. Thus, instead of promoting what is best for society, CSV might endorse sophisticated strategies of ‘greenwashing’<sup>2</sup>.

### 3.3 Policy implementation

*This section outlines policy implementation in relation to organizational culture. It presents different implementation processes, including a model of learned implementation. The section ends with an eight stage process for leading change within organizations.*

A definition of policy is “*the programmatic activities formulated in response to an authoritative decision*” (Matland, 1995, p.154). According to Montjoy and O’Toole (1979), policy implementation leads to organizational problems; when a directive is to be assigned to an established organization, the new process may compete with old ones.

Montjoy and O’Toole (1979) present four different policy types, depicted in figure 3.8. Depending on the specificity and the amount of new resources that accompany the directives, policies imply different constraints on an organization. For type A, which is vague and provide resources, policy makers may lack the expertise or time to develop more specific procedures. This may result in inaction; uncoordinated action due to the urgency to quickly commit resources; or in other actors taking the lead. Type B provides resources and is specific, appears to be the best type to avoid intra-organizational problems when implementing new directives. Type C is vague and without resources, which gives room for own interpretations and often leads to the same type of results as the old directives. Managers then have the option to convert the policy to type D, which is specific but still with no resources.

---

<sup>2</sup> Greenwashing can be defined as a synchronized effort to hide unpleasant facts, especially in an environmental context (GreenwashingIndex, 2014).

		Description of expected activity	
		Vague	Specific
Provision of new resources	Yes	A	B
	No	C	D

Figure 3.8. Characteristics of directives (Montjoy & O'Toole, 1979)

### 3.3.1 Implementation processes

According to Matland (1995), ambiguity and goal conflict are often negatively correlated when designing a policy, meaning that the clearer the goals are, the more likely they are to lead to conflict. From this Matland (1995) categorize four implementation processes, see figure 3.9.

		Conflict	
		Low	High
Ambiguity	Low	<b>Administrative Implementation</b> Resources	<b>Political Implementation</b> Power
	High	<b>Experimental Implementation</b> Contextual conditions	<b>Symbolic Implementation</b> Coalition strength

Figure 3.9. Ambiguity-conflict matrix: Policy implementation processes (Matland, 1995)

The first perspective is the administrative implementation, where both ambiguity and conflict are low, thus providing the necessary conditions for a rational decision-making process. Given sufficient resources are assigned to implementing the policy, the desired outcome is almost guaranteed. Political implementation has low ambiguity and high conflict; the goals are clearly defined, but disagreement takes place since the clearly defined goals are incompatible. Thereby, compliance is not automatically reached, but the greater the implementer's authority the more likely the compliance. Experimental implementation has a high ambiguity and low conflict. The outcomes mainly depended on which actors are active and most involved; the contextual conditions dominate the process. The fourth perspective, symbolic implementation, has high ambiguity as well as high level of conflict. The high level of conflict structures the way resolutions are developed, while the result of the high level of ambiguity is outcomes that vary across sites.

### *A model of learned implementation*

Building on Montjoy and O'Toole (1979) and Matland (1995), Schofield (2004) presents an implementation model with a loop feeding into a pattern of ongoing implementation. She uses a mix of six organizational processes and variables in the model that focuses on the processes of learning; learning; bureaucracy and the bureaucrat; structure; motivation; time; and detail.

According to Schofield (2004), managers need to learn to implement a new policy, which they do in different ways to develop their knowledge and competence. At the same time the learning is bounded by bureaucracy, yet enhanced by the managers' roles as bureaucrats. The structure of the teams can enhance learning and provide a framework for 'routinization', which converts the policy into action. Learning increases over time and through experience; time allows knowledge and competence to be spread through the organization. After learning has taken place, detail, i.e. activities, processes, information, and tasks, operationalizes the policy. Motivation includes bureaucratic discretion, work autonomy, as well as the novelty of a new policy implementation, as factors for positive motivation for both learning and implementation.

### *An eight stage process for leading change within organizations*

To lead change within organizations, a well-used strategy is the eight step process by Kotter (1995). A corporation has to start to establish a sense of urgency for the untapped opportunities and convince at least three quarters that the new way of working is better than status quo. Yet not underestimate the difficulties associated with moving people from their comfort zones. Second, to lead changes, a powerful guiding coalition should be assembled consisting of a group of individuals with shared commitment and power to lead and implement the change; it should not be delegated to a support function. Third, a vision and strategies are needed to realize the change; a clear vision motivates people to take action in the right direction. The fourth step is to communicate and teach the new behaviors. It is followed by the empowerment of others, for them to act on the vision. The sixth step is to plan for, and create short-term wins; to keep the motivation for change high. The last steps are to consolidate improvements and institutionalize the new policy.



### Summary of main aspects

Policy implementation and the different implementation processes, in regards to the integrated model, are part of the contingencies and constraints of the internal environment, as presented in figure 3.10.

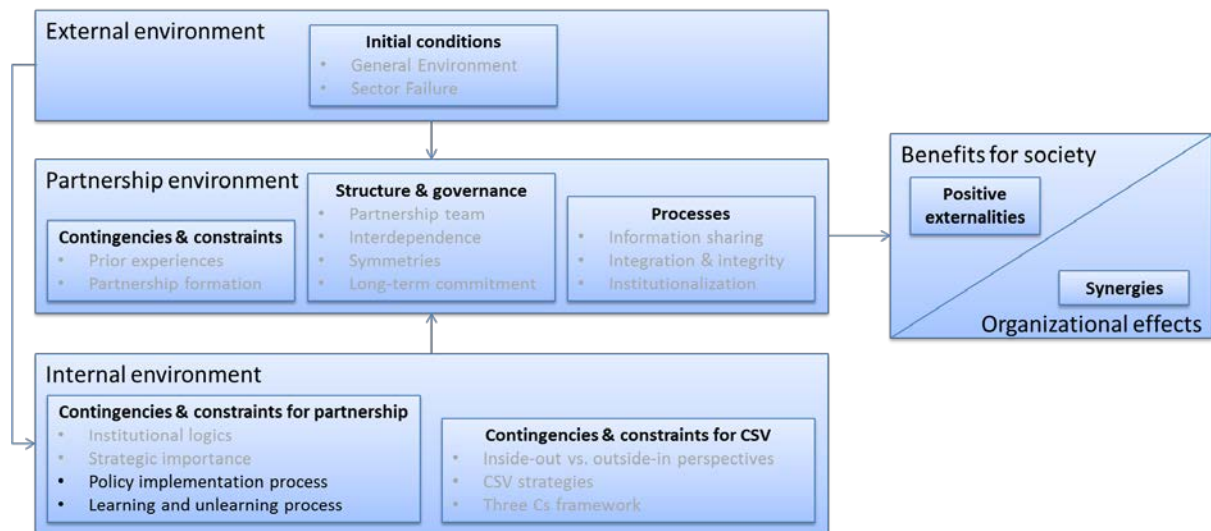


Figure 3.10. Main aspects of Montjoy and O’Toole (1979), Matland (1995), Schofield (2004), and Kotter (1995)

### 3.4 Integrated model

Bringing forth the main aspects from each section into an integrated model, helps to understand and analyze the findings from Swedish Leadership for Sustainable Development (SLSD). The aim with the model is to be able to describe and analyze a PPP in regards to shared value and organizational effects. The model focuses on what influences the possibility to CSV, i.e. the contexts affecting partnerships; the external environment, the internal environment, and the partnership environment.

The initial conditions of the external environment are vital; as the context of the external environment initiates the need for a partnership, the internal environment of the partners is affected. In turn, the contingencies and constraints for participating in a partnership set the foundation when forming a partnership. But even more important, to be able to generate benefits for society, the partners have to fulfill the contingencies and constraints for CSV. Hence, the external and internal environment both impacts the partnership environment, where the main aspects are contingencies and constraints, structure and governance, and processes in order for a successful partnership. The outcomes of the partnership are benefits for society; positive externalities, and; organizational effects by creating synergies. The integrated model is illustrated in figure 3.11.



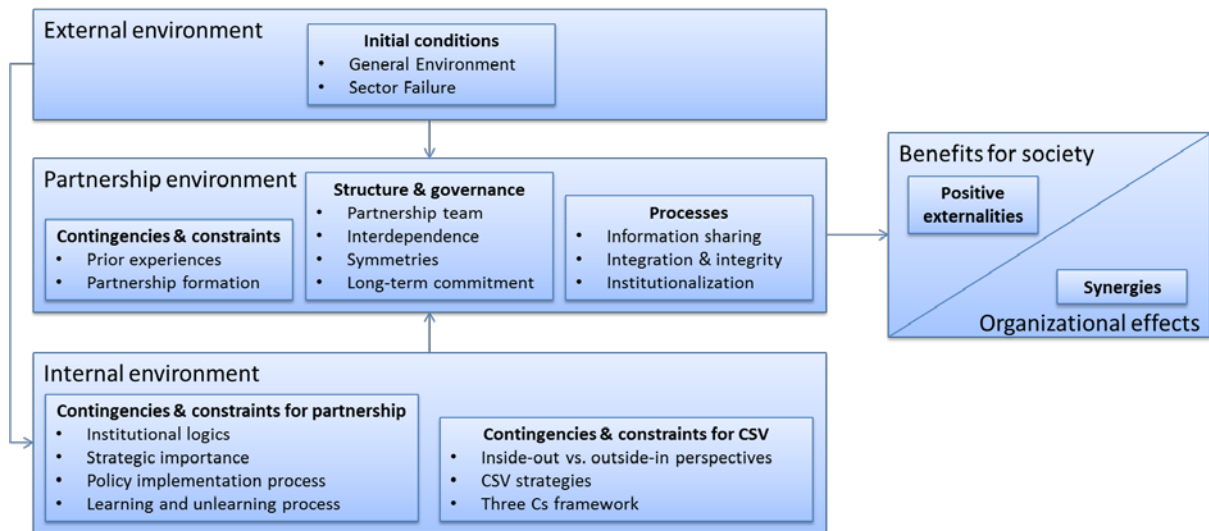


Figure 3.11. Integrated theoretical model for analysis

With the integrated theoretical framework for analysis in place, the next chapter presents the empirical findings. The chapter is not presented in the order of the theoretical frame; instead, the chosen structure is believed to make it easier for the reader to understand the complexity of the case. The SLSD chapter starts with a description of the context, followed by the level of engagement in, and outcomes from SLSD. The chapter concludes with criticisms directed towards SLSD revealed in the semi-structured interviews. It is the direct critique concentrated to Sida's organization and way of working that make the authors turn to literature in the field of policy implementation.

## 4 Empirical findings

*The chapter uses a descriptive method to present the empirical findings, which addresses the research question by examining the interactions between Sida and the participating corporations in Swedish Leadership for Sustainable Development (SLSD). The first section describes the context of SLSD, followed by a section on the level of engagement in the partnership. The third section presents the outcomes from SLSD. The final section emphasizes the critique highlighted in the semi-structured interviews.*

### 4.1 Swedish Leadership for Sustainable Development

*This section starts with the background to Swedish Leadership for Sustainable Development (SLSD), and continues with partner selection and how the network is formalized. The section closes with the purpose and objective of SLSD.*

#### 4.1.1 Background to Swedish Leadership for Sustainable Development

There is a close link between SLSD and United Nations' post-2015 development agenda. Respondent 1 depicts how Gunilla Carlsson, at the time Minister for International Development Cooperation, was part of United Nations' high level panel that was responsible to produce part of the new Sustainable Development Goals (SDGs). In October 2012, Sida's Director General, Charlotte Petri Gornitzka, started a parallel process; not only as a way to provide Gunilla Carlsson with input, but also, according to respondent 5, to provide input to the Ministry for Foreign Affairs when creating the 'Swedish position'. The private sector is an especially emphasized stakeholder as important when it comes to development aid.

According to respondent 8, the private sector has a great potential to address major challenges that, until now, mainly have been dealt with by various governments. Thereby it is important to engage corporations for sustainable global development. Respondent 1 further explains how, as stated in the letter of appropriation, participation by the private sector is imperative in designing an agenda for global development post-2015. Sida holds several different workshops, seminars and meetings with the private sector on different development aspects, which results in two meetings May 13<sup>th</sup> 2013. One, very carefully prepared, Round table meeting hold in Sida's boardroom, where CEOs from about 20 leading corporations participated. The second is a 'Development talks' meeting hosted in 'Oasen', a large and open space at Sida, being held directly after the Round table, but open to a much wider audience.

#### ***What comprises Swedish leadership?***

It is not clearly defined what comprises Swedish leadership. Respondent 3 even says it is up to the project to define Swedish leadership. The respondents' personal views reflect a discrepancy going from corporations having a declaration of intent, to corporations being proactively engaged by using Swedish models:

*“[Swedish leadership] is about daring to highlight the things you are good at, both individually and collectively; to inspire others to do the same, to lead by example; to go outside the comfort zone, from the commitment and forums you work in.” – Respondent 5*

*“[Swedish leadership] actually expresses a statement of intent from our Director General, where she sees the opportunity to engage the leadership of the private sector for sustainable development. Not only their CSR commitment, which can be philanthropic, or of any kind, but to actually show [Swedish leadership] in their business model – this is what I see as leadership.” – Respondent 1*

Respondent 4 portrays how Swedish leadership is informal, how Swedes resolve and manage questions through dialogues, and are not too restricted in their way of working. Although corporations are legally bound in their industries, when it comes to business models, corporations can have informal exchanges with various establishments, which is quite unique in an international context. The information exchange not only occurs between companies, but also in the planning context in relation to authorities and political leadership. The respondent continues with a description of how Swedish norms are part of the Swedish model:

*“There are Swedish norms that affect Swedish leadership, e.g. standards for safety, standards relating to how we manage the environment, and standards related to how we treat our employees – which I believe affects the Swedish leadership model. Furthermore, how companies interact with employees, how we work with the unions; there is a dialogue model in the union context. The dialogue model can also be applied to NGOs, e.g. for a new business establishment. There is some kind of basic trust in the organizations that corporations work with; trust between companies, between society and between employees. It is part of Swedish leadership.” – Respondent 4*

Conclusively all respondents agree to a Swedish model being part of Swedish leadership, and how companies through practicing Swedish leadership proactively will lead to sustainable development.

#### **4.1.2 Partner selection**

There are not any scientific processes used to choose the corporations that would be partners in the network. As stated by respondent 1, in the end the decision was made merely by the seat limitation of the boardroom. For the post-MDG process, which leads to the Round table meeting in May 13<sup>th</sup> 2013, there is a need for an advisory board consisting of corporate representatives. Neither the Director General, nor the management team, has experience of working with the private sector, thereby the Director General turns to her private contacts. It not only provides interesting and valuable contacts:

*“[The Director General’s personal network] is why Systembolaget is in the group. They work with sustainability issues, but are not nearly on the same markets that [Sida] is.” – Respondent 1*

Respondent 1 further explains how the idea of the first meeting is to create a prominent group. The suggestion to include corporations who already showed Swedish leadership, and/or who Sida has previous or ongoing Public Private Development Partnerships (PPDPs) with, is not heard by the management. Thereby one corporation who had presented their sustainability work to the Swedish parliament is not invited, nor is two corporations who work together with Indiska to reduce the environmental impact of their textile production.

All respondents who are involved with the company selection, or have knowledge thereof, are consistent with the requirements for being included in the network. The corporations are to have come far in their sustainability efforts; they are to show Swedish leadership by working actively with their sustainability agenda, and are to be a good role model on the international market. Furthermore, for respondent 5, the corporations are to have a special stake in global development, i.e. operations in developing countries where Sweden, through Sida, already is working. However, size is the most important criterion for selection. One respondent portrays the reasoning behind involving large multinational corporations:

*“For the sake of argument; the corporations we have in our network, how much is their aggregated turnover? How many employees do they have altogether? How many people do they engage around the world through their value chains? It is pretty exciting figures!” – Respondent 8*

According to respondent 5, the total turnover of the network represents half of Sweden’s GDP.

#### **4.1.3 The network is formed**

May 13<sup>th</sup> 2013, the participating corporations adopt a joint declaration (see Appendix B). The declaration identifies four key areas where the leadership and solutions from the Swedish private sector can provide clear added value towards the achievement of sustainable global development by (Sida, 2013);

- Integrating sustainable development into core business and business models;
- Systematically reducing environmental impact and increasing efficient resource use;
- Creating decent jobs and development opportunities, along the supply chain; and
- Fighting corruption and unethical business practices in the countries of operation.

The declaration is well prepared in advance by Sida, but as one respondent says:

*“This is a declaration that the companies endorse, which is also stated in the declaration. When you read it, the sender is the private sector: ‘We the Swedish business...’ which also makes it significantly more substantial than if [Sida] had done it.” – Respondent 8*

Respondent 8 adds how the declaration is not binding; it is endorsed by the names of the corporations, it is not a contract the CEO put their signature on.

With the adoption of the declaration comes a need for initiating a project at Sida, following respondent 1, the CEOs of the disparate group of corporations decide to give it one year, during which the network is a closed group; to see if they can work together, develop synergies, and to see what it can give rise to. According to respondent 3, the Director General offers to facilitate the network going forward, whilst respondent 5 says it is rather reluctantly, and only for a trial period.

#### **4.1.4 Purpose and objective**

For Sida, the purpose of SLSD is two folded. According to respondent 5, the internal purpose is to improve Sida’s way of working with the private sector. Secondly, Sida should follow the evolvement of development aid; the direct investments of the private sector are increasing, while financing from development aid is decreasing. Hence, by influencing the private sector Sida can reach its mission. When it comes to the network, the declaration itself does not have any verbalized goals, but the respondents believe it is important for SLSD to have measurable targets.

According to respondent 3, it has not been easy to try and establish common goals, as it is a disparate group of corporations who have different views. The same respondent says that not all corporations want to have communicated goals, as for some it is enough with meetings to exchange experiences. However, respondent 4 describes May 28<sup>th</sup> 2014 as a big milestone, where areas of cooperation and results are to be presented. Respondent 3 confirms that by that date, an objective of SLSD is to have started one or two actual projects within each of the four workgroups.

Generally, a key objective for SLSD is to inspire new ways of partnering and new ideas; all eight respondents agree to the objective being to form a platform for sharing knowledge, exploiting synergies, learning from each other. It is also to see if collaboration between Sida and the private sector is possible, and to see what is necessary in order to make it work. One respondent expresses the objective in regards to Sida’s new way of working, as a way to dis-

cover if there are common interests between Sida and the private sector, and to find where the intersections are:

*“Development aid can sit on the side as it has done for all times, but [Sida] wants to cooperate with the private actors and their value chains in order to influence them to become more sustainable, to further benefit poor people.”* – Respondent 8

According to the same respondent, investments of the private sector are made regardless of Sida’s involvement, but through SLSD Sida can push the investments of the private sector in the right direction. The respondent further emphasizes how SLSD can contribute to system changes if the ongoing initiatives are further developed and expanded. This is the ideal long-term objective, advocated by all the respondents; the possibility to influence and generate a system change in how the corporations operate, even a small change will have a great impact. One respondent go into detail:

*“It is not the projects [within SLSD] that are interesting, but if [Sida] can change the way of thinking in the corporations; in their supply chains, or in the countries where they operate, and in some way contribute to some type of system change.”* – Respondent 4

Sida is working with the private sector since several years, and is already trying to develop an approach, or an attitude, how to work with PPDPs to generate the biggest possible return (Sida, n.d). However, according to respondent 7, now the perspectives of the corporations can be taken into consideration and lead to a common view. Furthermore, respondent 1 states that a general, informal purpose and objective of SLSD is for Sida to better understand the drivers of the private sector, and to see how the drivers can contribute to global development.

The majority of the corporations strongly agree to the private sector playing an important part in poverty reduction and sustainable global development (see table 1 in Appendix F). They also agree to SLSD having a clear objective and will contribute to sustainable global development. However, corporation 1 states the definition of sustainable global development is important in order to provide an answer. Corporation 7 wants to find more projects and initiatives that are not possible without the network, whereas corporation 5 wants the Public-Private Partnership (PPP) models to be used in more joint projects.

## 4.2 Level of engagement in the partnership

*This section presents the level of engagement in SLSD, starting with an overview of how SLSD relates to the strategic missions of the partners. It continues with how collaboration and communication in the partnership is working, and ends with the self-evaluation of the respondents and the corporations.*

### 4.2.1 Relation to strategic mission

The respondents emphasize Sida still has the same mission as always – to fight poverty. However, the perspective on the private sector has changed:

*“In the analysis of a community, the role of the private sector has been neglected. [The private sector] has always been seen as the bad guy; the private sector pollutes, treats workers badly, avoids taxes, and pays bribes. All which is of course true, but it is also the one who actually pays a fraction in tax, and employs people; it also treats people well and ensures that there will be any kind of growth. This has finally appeared on the agenda [at Sida] as well, by our owners, and [SLSD] is an enhancement.” – Respondent 3*

Thereby, working with the private sector through SLSD does not change anything:

*“Even if [Sida] is working with the private sector, we work in the same way as with the rest of the development aid, we must consider the greatest possible return on everything. In order to get sustainability, high ownership is required – the same principles apply but in another context.” – Respondent 7*

Furthermore, according to respondent 5, collaboration with the private sector is an important part of Sida’s long-term strategy; to get Sida to where the agency is to be in 15-30 years’ time when the next development agenda is implemented. As a network, for Sida, SLSD provides a platform that enables dialogue with important stakeholders in the development process. It is further highlighted by the respondents that although some people at Sida believe so; no money is going to be transferred from Sida to the private sector. Instead, according to respondent 8, the corporations are providing money to development. But another respondent contradicts:

*“Money is really not that important; we want their expertise, we want to have their long-term commitment.” – Respondent 3*

As a project, SLSD has a very high priority at Sida, and consumes a lot of resources, e.g. several people are working full time. SLSD is under the umbrella of ‘Utvecklingsfinansiering’, which, according to respondent 5, links projects related to the new type of development aid together.

For the corporations, the importance and priority of SLSD is not unanimously, (see table 2 in Appendix E). In regards to the motives for participating in SLSD, the corporations state how

collaboration in different partnerships is the way leading forward, and how they want to learn and share knowledge to actively address complex sustainable development challenges.

#### 4.2.2 Collaboration

According to Sida, the partnership is built on being of interest for all parties, typically expressed through:

*“Collaboration is built upon the common interests that can be found, no corporation is conducting philanthropy; there is not time nor money for that.” – Respondent 8*

The respondent adds that collaboration can be sustainable only if it is in line with the strategic goals of both the private sector and Sida. According to respondent 6, the corporations constantly want profit, and as soon as there is something else that might result in profit, a result at the bottom line, SLSD is no longer prioritized. However, the attitude is not the same for all corporations. One respondent elaborates how it depends on the type and amount of resources the corporations assign to SLSD:

*“Some [corporations] are upstream in the value chain, some are downstream, some sell, some buy, some are super big, some are small, some are family-owned, and some are publicly traded. The conditions are incredibly different, so is the maturity when it comes to sustainability issues through the amount of resources they spend. Some may have a CSR person in the communications department somewhere quite apart from the management team, while for others it is a question at management level, where you have a CEO who very ambitiously pushes for [sustainable development]. It is so different, but nevertheless there is something that makes you feel that you can learn from each other.” – Respondent 8*

At first, according to Sida, collaboration within SLSD is cautious; some corporations struggle to see their role in the network, and some also have difficulties seeing gains from participating, which make one corporation leave the network. According to respondent 5, most of autumn 2013 are spent to get to know each other, which made collaboration take off in 2014. However, corporations with previous collaboration experience with Sida are true enthusiasts from the start; according to respondent 3 they know what to expect from Sida.

But, in general, collaboration works well; according to respondent 7, the tone within the network is open, and the corporations share knowledge and experiences with each other. But, the corporations are careful with what they chose to share in writing, since all the material they send to Sida falls under the principle of public access. However, the respondents direct frustration towards the corporations, how their unwillingness to take the lead sometimes limits the collaboration:



*“I would very much like to take [SLSD] a step further (---) I've tried to say ‘Okay, who takes the baton next? Who takes the baton next?’ Maybe the leadership has not been present at the corporations; it can depend on where in the process they are when it comes to these issues. Many corporations might participate [in SLSD] with the intention to learn, and openly say so. Then you do not easily take the baton.” – Respondent 6*

Being a facilitator of the network, according to respondent 3, is not to push for something to happen; sustainable development has to come from the corporations themselves. According to respondent 1, there is a tendency Sida steps in and takes over when the corporations do not show initiative. The respondents further emphasize how Sida is to lead SLSD, to be a facilitator, a broker, whereas it is the corporations that need to deliver; it is stated in the joint declaration:

*“It is important to remember that this is a commitment from the Swedish corporations, [Sida] can act as a facilitator in [SLSD], but we are not to deliver a result. The companies are the ones who promised they are going to build [sustainable development] into their business models.” – Respondent 1*

As the partnership progresses, the relationship between the corporations improves, and they start discussions during meeting breaks. This leads to synergies that are not expected at first, there are even discussions across industries, and bilateral projects that are started through the discussions.

The corporations agree to SLSD being well organized and structured, that Sida reacts fast if a problem arises, and is open to innovative solutions, further the collaboration and level of engagement within the network work well (see table 3-6 in Appendix E). According to them, all members are equally able to impact the activities and expected outcomes of the network. Furthermore, they share and gain knowledge from being part of SLSD and have or are likely to initiate collaboration with other network members. They also gain valuable contacts through SLSD. However, as stated by corporation 5, it takes time, longer than a year, to build platforms for collaboration. According to corporation 4, it is OK for the collaboration and level of engagement to differ; it is more important to clarify the agenda and goals moving forward.

#### **4.2.3 Communication**

Communication within the network is open, but the respondents express how it is a challenge for Sida. According to respondent 3 the corporations want everything to be done very fast and they want communication to be very short and concise; the business ‘lingo’ differs from the public language Sida uses. One respondent describes the difference:

*“I think [Sida] wrote very short and concise in four pages, but all the companies who commented thought it was too long and too complicated language. For us, in our world: ‘Four pages, can that be too long?’ Now we have shortened it and tried to condense the language so it is not development aid lingo and really tried to pinpoint the core.” – Respondent 7*

The respondent thinks Sida can learn from the corporations, and now thinks communication actually can be clearer by being shorter.

According to respondent 6, most of the communication within the network generally occurs during the different meetings, not on the phone or by e-mail. The turnout at the meetings has always been ok, as is the engagement in discussions, but it has varied over time. Respondent 3 explains how the attendance improves; the last meeting has almost full attendance, which the respondents interpret as how the corporations are starting to see the benefit of SLSD. The respondents further explain how meetings at the CEO level are held twice a year, whereas network meetings, where sustainability executives attend, are held approximately every five weeks. Compared to the network meetings, workgroup and bilateral meetings are held more often. Communication in the workgroups cannot be too formal, and thereby the procedures differ:

*“Each [workgroup] define what they want to do during this year, and it has been very diverse; some groups have worked very close to each other within the group, other groups have not had the group dynamic and have had workshops in larger groups.” – Respondent 8*

The corporations agree to communication from Sida is clear, direct, transparent, and adapted to the target group; but they are inconclusive when it comes to if all of the members have a high level of engagement at the meetings, and to if the members contribute equally (see table 3-6 in Appendix E).

#### **4.2.4 Self-evaluation**

Generally, when asked to evaluate their own participation in SLSD, the respondents present some specific examples of how they contribute, e.g. seminars they prepared and held, or how their ideas and commitment are a force motivating the work going forward. However, most respondents are still modest in regards to their own contribution and expressions are similar to:

*“As in all relationships, you can always do more; you can always make an additional call, etcetera.” – Respondent 5*

Respondent 3 is of the opinion that the declaration is too vague and creates problems, since it is not possible to measure and report on the first paragraph. Respondent 6 is of similar belief

and thinks the declaration is to be broken down further to make it clearer and more tangible. Respondent 8 expresses a concern on how some of the corporations feel they were hijacked to endorse the declaration. In turn, respondent 1 believes the sustainability executives at the corporations are to have been more involved from the beginning; they are the ones responsible for implementation.

The corporations are pleased with their contribution in the workgroups and think SLSD is valuable; they are very active and share relevant and interesting information. But time, in regards to conflicting schedules, limits their level of engagement.

### 4.3 Outcomes from Swedish Leadership for Sustainable Development

*This section presents the outcomes from SLSD; starting in general terms, continuing with the benefits for society and the organizational effects. Before concluding with how the respondents and corporations want SLSD to move forward, the section includes a part covering the products of the workgroups.*

Although, as expressed by the respondents, one year is a short period of time, SLSD establishes a network for collaboration between the public and private sector for sustainable development. Respondent 6 thinks it is remarkable how the corporations, some of them competitors, discuss these issues and one respondent shares the enthusiasm of what the network is doing:

*“Just the fact [Sida] has succeeded to establish the network! 20-25 corporations actually sit at the same table and want to work for sustainable development; together, individually, with and without [Sida]. [The corporations] take these issues seriously and sit and discuss them.”*  
– Respondent 8

Furthermore, SLSD is a way to improve Sida’s ways of working, e.g. to utilize ideas and ways of thinking when developing new methods and approaches. Sida learns the business engagement drives the private sector; and, according to respondent 1, Sida wants the corporations to conduct their businesses in a sustainable way.

For the corporations, getting the platform and having discussions with Sida are mentioned as benefits of SLSD. One corporation states how they learn and are able to participate in different forums:

*“We have got tremendous opportunities to work with shared value creation and learned a lot about the global development agenda and the opportunity to contribute in various high-level meetings to discuss sustainable development.”* – Corporation 2

### 4.3.1 Benefits for society

As the network is initiated May 13th 2013, and the project is to end May 28th 2014, the respondents cannot give any examples of tangible benefits for society for SLSD. According to respondent 8, it is unfortunately not easy to find common interests for all the corporations, which is why there are a lot of bilateral projects, between Sida and different corporations, about to take off. The respondents further mention how all future PPDPs are going to go through Sida's regular preparation process. This means the projects are to be evaluated in regards to e.g. relevance, sustainability, partners, and budget.

An advantage with SLSD, promoted by respondent 1 and respondent 3, is how SLSD develops a model which is an inspiration for others; SLSD is brought up in different forums, and puts Sweden on the sustainable development map, which thus creates spillover effects. Sida is already contacted by other development aid colleagues, who want to improve sustainable development by working with the private sector. One respondent elaborates:

*“There is strategic value in SLSD, as the corporations represent a very important part of society. To have them working with a more sustainable mindset can have a huge impact, and also, it is of great value that many of the Swedish corporations are working closely with development aid. This can be a model all countries can follow.”* – Respondent 4

### 4.3.2 Organizational effects

When it comes to organizational effect, according to respondent 1, Sida progresses ten to fifteen years by hosting the Round table meeting May 13<sup>th</sup> 2013. Usually the respondents describe how working with the private sector takes Sida to the next level of development aid, and expressions are similar to:

*“[Sida] has a much more intensified and focused dialogue with the private sector on various issues of common interest. [SLSD] has also led to synergies with our ongoing collaborations, and allowed us to enhance these models to a greater clarity, both within Sida and outwards.”* – Respondent 1

Furthermore, according to respondent 5, when the corporations have one point of entry at a high level at Sida it provides the opportunity for collaboration through faster handling and improved feedback.

Although one of the objectives with SLSD is to influence the business models of the corporations, the respondents' viewpoints in regarding the outcome differ. Respondent 7 believes SLSD has an impact on the business models of the corporations; by making the corporations think more sustainable and long-term, and in more dimensions than prior to the network. In

turn, respondent 1 states that it cannot be measured if or how SLSD affects the business models of the corporations. One respondent explains there is a mutual benefit; how if the corporations integrate sustainability in their business models, SLSD further benefit the civil society:

*“Given how the companies are making large investments, they have a long-term perspective, they will remain there for 50 years, while Sida does not stay as long – our strategy usually covers three years.”* – Respondent 3

In turn, the corporations see Sida as a relevant partner (see table 6 in Appendix F); Sida understands their business needs, has a result-oriented dialogue, and adds value to the network. The majority of the corporations agree Sida has an influence on their investments, and that Sida positively influences their attitude towards PPPs, however corporation 1 and corporation 3 strongly disagree.

#### **4.3.3 Products of the workgroups**

When it comes to the outcome of the workgroups, anticorruption is going to present a declaration agreed by the entire network. According to respondent 2, Sida primarily sees corruption as a developmental obstacle, whereas the corporations see corruption as a hinder for conducting business. Therefore, the dialogue leading to the formulation of objective for anticorruption is an outcome in itself:

*“It is amazing that just over 20 large Swedish corporations are saying: ‘The anticorruption agenda, we think it is very important in the post-MDG process’. This feels rather big since corruption is super sensitive. It is complex, it is politically very sensitive, and it is difficult for these corporations to take the lead, it means that [SLSD] places enormous demands on the players out there in these very complicated contexts. Not the least with regards to establishment of companies and procurement. It is pretty tough to push a fierce anticorruption agenda no matter the type of player you are, and especially as a company.”* – Respondent 2

Anticorruption is often given as a benchmark in regards to outcome for SLSD; it is easier to create mutual commitment for the workgroups with subjects close to the core operations of the corporations. However, one respondent takes another turn:

*“[The members of the anticorruption workgroup] are discussing an issue that will not require any money from the corporations. The discussion is about taking a stand, [anticorruption] may be easier to be involved in, but as soon as [an issue] would start to cost money, [the representatives from the corporations] have to “sell” something to their own corporation, which requires a different kind of support. When money is involved it usually becomes bilateral conversations.”* – Respondent 3

The decent jobs workgroup develops different methodologies, good practices, and an approach of how to work with system change, and is going to share this with the entire network. Within the environmental impact workgroup different tracks are discussed; sustainable transports, water usage, and palm oil. The sustainability workgroup works closely with the Global Reporting Initiative to help the corporations become more transparent about sustainability, e.g. in their annual reports. The leaders of the other workgroups want to see the same level of engagement in their groups and to produce a formulation of objectives; however the corporations are not interested.

#### 4.3.4 Continued collaboration?

In general the respondents are in favor of a continued collaboration with the private sector, with a prerequisite; the corporations have to be willing to continue:

*“If there is to be a continuation, the ownership and participation of the private sector is very important in the process. [Sida] will not do anything unless [the corporations] think it is relevant; it will not be sustainable. There will not be us pushing, and pushing, and pushing; it would be the wrong role, we are to be partners on equal terms. That is very important.”* – Respondent 8

Provided that the corporations are willing to continue, the respondents share the opinion of how the structure needs to be changed; e.g. as a smaller project after May 28th, to be a driving force with clear mandate and expectations set higher; or the same way, but by including more parts of Sida’s organization. According to respondent 1, there is no need for a project organization to coordinate, and be a first point of contact for the private sector; the respondents agree to how it should be handed over to operations. This is further supported by a respondent who sees Sida’s role as a facilitator, the sounding board and broker between the private sector and the civil society:

*“[Sida] should build a platform to work from and maybe give an injection, and then [the corporations] should take the baton and move forward.”* – Respondent 4

According to Respondent 1, SLSD is a means to more precisely bring the issues of the declaration to the agenda. By promoting it as a Swedish model it has a bigger impact, but when moving forward the structure needs to change and be broadened. The respondent continues and states it can no longer be an exclusive club, it has to include those who contribute actively and also the corporations who Sida already have partnerships with. This view is supported by respondent 4, who sees SLSD as a possible model going forward, as an platform for sharing experiences rather than starting over as a kick-off for sustainable development.

The corporations somewhat agree to the likelihood of SLSD to achieve its mission by the end of May 2014 (see table 6 in Appendix E). All of the corporations are interested in the next phase of SLSD. They think it is extremely important SLSD continues to live, as it has such a good start, and look forward to discuss the possibilities to move into the next phase; however, it depends on the structure and objectives, typically expressed by:

*“[SLSD could be improved] by working in smaller groups with a clear agenda and outcome. An agenda set when the majority of the group members can participate – and long in advance.”* – Corporation 3

*“There is a misunderstanding of roles and responsibilities of the corporations. Getting that clarified would facilitate progress and shaping the program.”* – Corporation 1

The corporations do not provide any solutions to how they can contribute to the improvement, other than to participate in discussions and continue the engagement of sharing their knowledge and experience within SLSD.

#### **4.4 Critique towards Swedish Leadership for Sustainable Development**

*This section emphasizes the negative aspects of SLSD, highlighted in the semi-structured interviews. The critique is concentrated to Sida’s organization and way of working, and mainly concerns three areas; internal divergence, resource allocation, and a competing institutional logic compared to the corporations.*

##### **4.4.1 Internal divergence**

Most of the respondents are positive when it comes to working with the private sector. However, according to the respondents, not everyone at Sida understands why collaboration with the private sector is initiated, and even thinks it competes with Sida’s mission. According to respondent 8, this makes it hard for the project to takeoff. Consequently, people engaged in SLSD run into problems when they are to take initiatives to the next step; the prime challenge is internal communication – the internal dialogue:

*“[Sida] still wants the same thing. [SLSD] is not how development aid previously has been pursued, it is a novel idea but still with the same goal. [Sida] wants the same thing; it is just that [SLSD] has invited a new player to the game.”* – Respondent 8

The misunderstanding exists even though the SLSD project internally informs and educates. Respondent 8 says Sida is a large organization, and SLSD is a new culture, a new mindset. It is further added by the respondents how internal communication seems to be a problem at the corporations as well:



*“Just because the CEO signed a declaration does not mean that 100 000 employees read it every day.” – Respondent 3*

Another challenge, in regards to internal divergence, concerns governance; according to respondent 3, the SLSD project runs horizontal, while Sida normally works vertical in silos, as each department is responsible for a region. Furthermore, strategies and annual plans normally govern the embassies, but they take the operational decisions; SLSD requires the organization to be circumvented, as it comes from the side and works across the strategies:

*“There is some pressure from the Director General, since [SLSD] is initiated by her, there is some pressure to implement it, but [SLSD] does not always fit fantastically well together [with the embassies].” – Respondent 7*

Respondent 6 agrees to the SLSD project is controlled from the top by the Director General, and thinks the project is to be further grounded in the organization. Another respondent states how top-down governance complicates the way of working:

*“We have not been allowed to email the entire group; there has been a lot of ownership prestige from the management.” – Respondent 1*

Furthermore, it is briefly mentioned by the respondents how Sida has gone through several organizational changes, with rearrangements between the departments.

#### **4.4.2 Resource allocation**

Not many of the respondents take part in the process leading to May 13<sup>th</sup> 2013, but they want the resource allocation of the project setup to have been better; further, they think that the process would have been different if there were to have been more time.

The respondents believe it is to have been better if a project organization would have been established already prior to the Round table meeting. A dedicated project manager is not assigned until August, and many say it slows down the important start of the SLSD project. According to respondent 7, the SLSD project is assigned quite a lot of resources, which are mainly used by the project management.

The workgroups, who are the link to the field and the embassies, have fewer resources; the workgroup leaders, who are very important for SLSD, have an incredibly high work load even prior to being part of the project. Respondent 4 says that the SLSD project would benefit if more people connected to operations would be involved; they would provide input to what happens in the countries in which the projects are to be undertaken. One respondent further



thinks it should be more than one officer from Sida in each of the workgroups, and adds the importance to anticipate both resources and capabilities:

*“It should not just be officers who are proficient in their field of work, they have to have a driving force and think it is fun to work with the private sector, and understand it.”* – Respondent 6

But, according to respondent 3, it is easier to be granted money compared to people when requesting resources. Thereby, the project signs contracts with the workgroup leaders to be certain of their time. However, some of the respondents believe it should be done together with the annual plans of operations:

*“What is unfortunate is that the project started in May last year, when we already were one third into the fiscal year, the operational plan was set with 10% at New Year, I already have 100% in my portfolio when someone wants me to add another 20%.”* – Respondent 4

Although the respondents state that they contribute to the best of their abilities, they express some kind of frustration; there is an underlying feeling of inadequacy in relation to their personal ambitions and what they are able to do.

*“It is frustrating; I am so far from the operation. I have felt that I have not been sufficient, it is an inadequacy – a professional inadequacy.”* – Respondent 4

*“I felt a frustration that I have not been able to run as fast I have wanted to run.”* – Respondent 3

Resource allocation together with expectations is part of the frustration. When it comes to the expectations, respondent 4 is concerned about the scope of the workgroups, and how the project management does not provide specific deliverables or outcomes until quite late in the process. However, one of the respondents has another take on why many people in the SLSD project are frustrated:

*“When you work in a process the target is not always defined. It may be part of the process – leading to it. It is something which has been noticed, and what some colleagues find a bit difficult. It is hard to work that way, if you are used to having ‘This is the mission, this is the application, this is this and that, which they can relate to, analyze, and prepare’. But to work on loosely set goals is a challenge if you are not used to it, you get very stressed when there is no clear directive: ‘What am I supposed to do? Tell me what to do, and I will do it!’”* – Respondent 8

Respondent 4 is of the opinion that it is hard to work with issues where Sida has little or no experience, e.g. biofuels. And one respondent brings up how being a part time employee further limits the contribution, the percentage of time dedicated to the project is not enough:

*“Two hours a week is quite little to lead a workgroup, if it would have been someone else who could devote more time I believe we would have been able to raise the level of ambition.”* – Respondent 7

#### **4.4.3 Competing institutional logics**

Sida, as an organization, weighs every word and is very particular about the nuances of the language, which makes it hard to follow the internal procedures, yet still trying to meet the expectations of the corporations; flexibility is not Sida’s strong suit:

*“The things we have to answer for quality assurance, the requirements of an agency; Sida has been raising the demands very high on how we are to make preparations. It is very hard to do everything that we have to do, and work towards the expectations of the companies; that it should be quick and flexible. As an agency we are not allowed to work that way, we have to answer 200 questions, an exaggeration but it is relatively much. It is impossible to say ‘let us do like this, we start on Wednesday, complete this short form’ – there is a lot to be done.”* – Respondent 7

Furthermore, people at Sida are used to working independent, and are now struggling when it comes to working per a project model<sup>3</sup>. As stated by respondent 4, not many people at Sida are used to working in projects; neither have they received any project model nor project management training. Since SLSD is a new way of working, it has been an administrative challenge to be working horizontal; working with corporations differs from Sida’s normal routines. The respondent explains how Sida’s bureaucracy culture meets the culture of the private sector:

*“It is a new way of working, an innovative way to work with new partners that we are not used to work with and they are not used to work with us.”* – Respondent 4

After the presentation of the empirical findings, the next chapter applies the integrated theoretical model to SLSD. It is structured as per the theoretical framework.

---

<sup>3</sup> The project model for Swedish Leadership for Sustainable Development is ‘Praktisk ProjektStyrning’ (PPS)

## 5 Analysis

*The chapter analyses the empirical findings of Swedish Leadership for Sustainable Development (SLSD) by using the theoretical frame of reference. It starts with the external environment, continuing with the internal environment and the partnership environment. The chapter concludes with a section of benefits for society and organizational effects.*

### 5.1 External environment

Closing in on the deadline for the set MDGs, yet still far from eradicating poverty, turbulence is created for United Nations member states around the world. For the private sector the evolution of CSR means the corporations have to adopt the mindset of sustainable development by not compromising the need for future generations through working with a broader set of stakeholders. Since ‘business as usual’ is not working, the Swedish government, through the letter of appropriation, instructs Sida to focus on innovative forms for development aid. Following the consensus within Swedish Leadership for Sustainable Development (SLSD) that collaboration through partnerships is the key to promote sustainable development; the case presents a clear case of sector failure. Hence, the initial conditions of the external environment, based on Bryson, Crosby and Stone (2006), are fulfilled and prompt the need for a partnership.

### 5.2 Internal environment

*This section analyses the internal environment in regards to contingencies and constraints to enter a partnership, as well as, contingencies and constraints for creating shared value (CSV).*

#### 5.2.1 Contingencies & constraints for partnership

##### *Institutional logics*

Sida is an organization where the nuances of the language are important, the procedures for quality assurance are set rigorously, and the Embassies set strategies at the operational level. In turn, the corporations are accustomed to flexibility, working in projects, and being able to see results at the bottom line. It is clear the context of the partnership, i.e. the institutional logics of the partners, is competing (Samii, van Wassenhove & Bhattacharya, 2002; Bryson, Crosby & Stone, 2006). The respondents further highlight how they are used to work independent and how they are not accustomed to working in projects.

Through the semi-structured interviews Sida emphasizes how they have learned from working with the corporations, e.g. by reducing the number of pages the message can become clearer and more direct. This indicates both cultural appreciation and converging working cultures (Samii, van Wassenhove & Bhattacharya, 2002). Nonetheless, the case does not present flat

and parallel structures; there is ownership prestige from the management by prohibiting open email communication.

The competing institutional logics might affect the processes of the partnership from running smoothly and in turn the outcomes. By the time Sida has cut through the red tape, and aligned the strategies of the Embassies, the corporations might have moved on to projects with higher return on investment. Furthermore, the project members at Sida have little experience of working in projects, but in today's rapidly changing environment, what corporations do not work in different type of projects?

### *Strategic importance*

For Sida, being a government organization, SLSD has high priority it is initiated by the Director General as the new and innovative way for development aid, thereby; SLSD is of utmost strategic importance (Kanter, 1994). By hosting the Round table meeting May 13<sup>th</sup> 2013, Sida progress ten to fifteen years. Through SLSD, Sida wants to influence the business models of the corporations, in order to contribute to, and generate, system change; even a small change will have great impact. Furthermore, with SLSD, Sida influences the global debate when it comes to post-2015 agenda and future development goals – it puts Sweden on the sustainable development map.

When it comes to the corporations, they do not give a clear answer; neither to importance nor priority. Their primary motive for joining is to learn, and to gain and share knowledge. By choosing which of the workgroups to participate in, there is a tendency of strategic prioritization. However, anticorruption and decent jobs are the workgroups with most participants, which, as per the semi-structured interviews, could be as those do not require any money for the corporations. The absence of strategic importance indicates SLSD is not part of the long-term objectives of the corporations (Kanter, 1994).

The strategic importance of SLSD for Sida is very prominent, i.e. it is related to Sida's mission to reduce world poverty, and Sida has a clear intention with the partnership. However, since SLSD, at the corporations, does not have the same strategic importance, it might not generate the intended benefits for society. Instead, the corporations might participate as a way to gain reputational benefits or to use the knowledge for 'greenwashing' (Crane et al., 2014), e.g. by participating actively in the anticorruption workgroup.

### *Policy implementation process*

Working with the private sector is not a novelty for Sida; they have been working with Public-Private Development Partnerships (PPDPs) for years. However, with the letter of appropriation, there is an authoritative decision from which the Director General decides to initiate SLSD. The “new” policy leads to organizational problems at Sida; some employees perceive SLSD to be competing with Sida’s mission, further it requires the organization to work horizontal in a vertical set-up. Since the project members are asking for direction in what to do, the specificity of the policy is assumed to be vague, further the specific deliverables of the projects are set quite late in the process. When it comes to the amount of resources, the project itself is assigned a lot of resources. However, the project members describe a feeling of inadequacy; how they are not able to perform as much as they wish they could. For Sida, these characteristics indicate SLSD is a type A policy (Montjoy & O’Toole, 1979).

Due to the high ambiguity, the policy implementation process is experimental (Matland, 1995). Although some of the respondents are benchmarking against the anticorruption workgroup, and would like to have the same level of commitment from the involved corporations, there is no formal standard; hence the level of conflict is low. Conflict is further reduced, since the workgroups are to define their own objectivities. Thereby contextual conditions dominate the process and the outcomes could be determined by the most active actors (Matland, 1995).

In regards to the organizational change process (Kotter, 1995), a sense of urgency is established by the Director General, who also is part of the powerful coalition. But it appears not all employees have experience in working with the private sector. Furthermore, working in SLSD means the existing organizational structure has to be circumvented, which is not always appreciated; opinions of insecurity is openly articulated. However, none of the other steps are present for SLSD.

Although Sida has assigned a lot of resources, they experiment to implement the vague objectives of SLSD. The project team tries to inform and educate internally at Sida, but the ambiguity of SLSD makes it hard for people to act consistent with the new directive, let alone to communicate the objectives. This result in uncoordinated action; the workgroups are struggling establish common goals to be achieved by May 28<sup>th</sup> 2014. Since the anticorruption and decent jobs workgroups are able to show clear results, e.g. the formulation of objective, and good practices, in-group favoritism might occur. Furthermore, the ambiguity of the joint dec-

laration, i.e. that it is vague, and the inconsistency in the objectives of the priority areas, make the corporations question the gains from participating. The attitude in the survey responses is that they want clear objectives and structures going forward.

### ***Learning and unlearning process***

The experimental implementation process can be seen as a learning process (Schofield, 2004). Some of the respondents do not have formal training in project methodology, thereby they are not able to fully understand or implement the details. Others, with previous experience in both project work and working with the private sector, are better able to work according to the structure of the new policy. Bureaucracy is present by the Director General and the CEOs of the corporations, together with high priority, it is a motivation. But still, both Sida and the corporations mention time as a factor impacting the results. Furthermore, not all of the corporations have previous experience of working with Sida; hence, they have just started the process of learning, which is needed to align the strategies of the partnership (Samii, van Wassenhove & Bhattacharya, 2002). In relation to time, one year is a relatively short period, the process of learning and unlearning has barely started, subsequently; the objective to show results May 28<sup>th</sup> 2014 can be too ambitious.

## **5.2.2 Contingencies & constraints for creating shared value (CSV)**

### ***Inside-out vs. outside-in perspectives***

Sida wants to influence the business models of the corporations, i.e. their value chains; thereby Sida takes an inside-out perspective (Porter & Kramer, 2006). Instead of seeing the private sector as the “bad guy”, Sida invites corporations to join forces fighting world poverty. Thereby, the initiation of SLSD also shows Sida’s outside-in perspective (Porter & Kramer, 2006).

For the corporations, by choosing which priority areas to participate in, they identify the areas with the greatest strategic value to benefit society in addition to its own competitiveness. In so doing, they take the outside-in perspective (Porter & Kramer, 2006). According to the survey responses, it is unclear if SLSD relates to the inside-out perspective of the corporations (Porter & Kramer, 2006); as the variance of the answers to if Sida influences their investments is high.

Concerning the different perspectives, the case shows how Sida has come farther than the corporations in regards to how SLSD is to generate creating shared value (CSV). Sida knows their intentions, and thereby are better suited to take on the challenges from the external envi-

ronment. In turn, the corporations display how they can find the strategic benefits for their corporation, but have difficulties finding how to simultaneously benefit the society.

### *CSV strategies*

In the case, there is an absence of clear evidence for any of the CSV strategies. However, in the environmental impact workgroup, by discussing sustainable transports, water usage, and palm oil; there is a tendency for redefining productivity in the value chain, as well as reconceiving products and markets (Porter & Kramer, 2011; Hwy-Chang et al., 2011). Since SLSD still is in the startup phase, it could be a reason for the shortage of CSV strategies. Furthermore, it is not easy to find common objectives for all the corporations; CSV strategies could become more apparent in bilateral projects.

### *Three Cs framework*

Sida invites corporations with Swedish leadership capabilities for sustainable development, whereas the corporations join to gain a platform for sharing knowledge. This implies a discrepancy in regards to capabilities (Maltz & Schein, 2012); the corporations might not know how to best use their CSV capabilities. Sida, being a government organization with a high level of quality assurance, knows how to best use tax money to create social value, which shows consistency (Maltz & Schein, 2012); whereas the corporations yet have to find how they best can generate CSV. Bilateral projects are or are about to be initiated, without the involvement of Sida; the decent jobs workgroup have developed different methodologies and good practices; anticorruption will present a declaration agreed by the entire network. By this, cultivation (Maltz & Schein, 2012) is present in the case.

For SLSD, in regards to the three Cs frameworks, capabilities and consistency are not fulfilled conditions; yet, cultivation has started. With the ambition to show results by May 28<sup>th</sup> 2014, SLSD might be working in reverse. The question of ‘What?’; i.e. defining the capabilities to reach consistency between the creation of shareholder value and social value (Hwy-Chang et al., 2011; Maltz & Schein, 2012), seems to have been overlooked by focusing on deliverables.

Analyzing the internal environment, it appears as if Sida fulfils the contingencies & constraints for CSV to a higher degree compared to the corporations. Whereas, in turn, the corporations, seem to have better conditions to enter a partnership, e.g. by an institutional logic that includes working in projects. This implies the partnership environment, and ultimately the outcome, i.e. the benefits for society, is going to be negatively affected.

## 5.3 Partnership environment

*The analysis in this section starts with the contingencies and constraints in the partnership environment. It continues with the structure and governance, and processes for a successful partnership.*

### 5.3.1 Contingencies & constraints

#### *Prior experiences*

Sida is both the initiator and facilitator of SLSD, with all the participating corporations adopting the joint declaration, attention is drawn to the importance of sustainable development and accords legitimacy within stakeholders; hence, the case shows evidence of both conveners and agreement (Bryson, Crosby & Stone, 2006). Some of the corporations engage in PPDPs with Sida, fulfilling the third linking mechanism of prior relationships (Bryson, Crosby & Stone, 2006). Furthermore, prior relationships are present at an individual level, by using the personal network of the Director General. Given that all the linking mechanisms of prior experiences are fulfilled, SLSD could be a successful partnership.

#### *Partnership formation*

By being selected on the Swedish leadership criterion, it is clear the partners hold a unique position and can contribute value to SLSD, i.e. they have capabilities and show individual excellence (Samii, van Wassenhove & Bhattacharya, 2002; Kanter, 1994). To create a prominent group is among the criteria when selecting partners, not only do the corporations have to show Swedish leadership, they have to have come far in their sustainability efforts, and they have to be big to be able to make an impact. However, in the end, the final selection decision is set by the seat limitation of the boardroom; and is not determined by the purpose of SLSD (Samii, van Wassenhove, and Bhattacharya, 2002). As the heterogeneous group of corporations denotes a broad range of the private sector in Sweden, SLSD could have a diversified and complementary mass of opinion, vision and experience (Samii, van Wassenhove, and Bhattacharya, 2002). But, as size is one of the most important factors for selecting partners, corporations with both the right capabilities and prior experience with Sida, are not invited; this could question the true purpose of SLSD.

### 5.3.2 Structure & governance

#### *Partnership team*

At the Round table meeting it is decided Sida is to be the facilitator over a one-year test period, and the corporations are to contribute in their areas of expertise. However, it appears as if SLSD as a network is not the intention, as Sida is not designating project resources prior to May 13<sup>th</sup>, e.g. the project manager is not assigned until August. As the project members are



assigned in relation to their proficiency in their field of work, it affects the structure and governance, as well as the level of commitment (Bryson, Crosby & Stone, 2006; Samii, van Wassenhove & Bhattacharya, 2002); one respondent even explicitly states that the level of ambition would be higher if someone else is to take the lead. For the corporations, participants at the initial meeting are the CEOs, whereas at the operational meetings it is the Sustainability manager, or equivalent, who participates.

It seems like the partnership team is not changing from one occasion to the next, which gives structure to the partnership. But as Sida has gone through several organizational changes it might affect the attitude of the project members and in turn the partnership.

### *Interdependence*

To meet the challenging demands facing the world, Sida needs new and innovative ways of working with development aid. Thereby, Sida turns to the private sector, which affects and engages numerous people through their value chains. The corporations have capabilities and resources, but perhaps not the knowhow or the contacts, for CSV. The collaboration is built on the common interest that can be found between Sida and the private sector. This shows complementary skills and assets, and resource dependence between the partners (Samii, van Wassenhove & Bhattacharya, 2002; Kanter, 1994). By this, SLSD presents the interdependence needed for a successful partnership.

### *Symmetries*

At Sida a lot of resources are working with SLSD, but there are discrepancies when it comes to their level of commitment and involvement. The project management has several full time employees, whereas working with SLSD is added to an already busy portfolio of the project team, and where workgroup leaders are part time employees. Furthermore, the respondents highlight how they do not take part in forming SLSD. At Sida, this indicates an absence of commitment symmetry (Samii, van Wassenhove & Bhattacharya, 2002). The commitment at the corporations is difficult to decide as the survey shows a wide spread for importance and priority. However, the corporations would like to have been more involved in the formation process.

The corporations are inconsistent in regards to the contribution of the partners, whereas Sida is of the opinion that they have taken the lead in e.g. discussions; which indicates there is no performance symmetry (Samii, van Wassenhove & Bhattacharya, 2002). Furthermore, SLSD does not have common goal symmetry (Samii, van Wassenhove & Bhattacharya, 2002); some

of the corporations do not even want to set objectives, whereas others are requesting clarification of the objectives. Neither are roles nor responsibilities between the actors clearly defined; according to Sida it is the corporations that have to show deliverables as stated in the joint declaration. Without symmetry, it becomes hard for SLSD to come alive; and in regards to outcomes, the more relaxed attitude of the corporations may take the lead, meaning there will not be any benefits for society.

### *Long-term commitment*

According to the respondents, Sida is not to invest financially in SLSD, as no money will be transferred from Sida; instead, it is the corporations who have to devote financial resources. Furthermore, Sida is interested in the long-term commitment the corporations show when they invest in a development country. Hitherto, SLSD does not present any financial investment (Kanter, 1994), which could be to the fact that when money is to be involved, bilateral projects are initiated.

### **5.3.3 Processes**

#### *Information sharing*

The workgroups have their own communication structure, some use more intensive communication which provides a higher level of transparency and trust (Samii, van Wassenhove & Bhattacharya, 2002). Generally, information is shared within SLSD at meetings and both parties agree to an open atmosphere and communication, an indication the partnership works well (Kanter, 1994). By sharing knowledge, the alignment of cooperation learning and capability is enhanced (Samii, van Wassenhove & Bhattacharya, 2002). However, the principle of public access might limit what the corporations are willing to share in writing.

#### *Integration & integrity*

Sida and the corporations agree to gaining knowledge from being part of SLSD, and the corporations have gained new and valuable contacts; showing integration (Kanter, 1994). However, it is not possible to find characteristics of broad connections between people at different organizational levels within SLSD. The corporations state they have a high level of engagement at the meetings, but they do not agree all contribute equally, which could show that integrity might not be present in the case. Nevertheless, according to Sida there are not any conflicts or disagreements. This in turn points to the partners acting toward each other in honorable ways (Kanter, 1994).

### ***Institutionalization***

Hitherto, the communication of SLSD to the public is kept low as it is considered to be a trial period ending May 28<sup>th</sup> 2014; thereby it does not have a formal status or extends beyond the network itself (Kanter, 1994). Furthermore, with Sida as the facilitator, leadership is not assigned to a neutral partner (Samii, van Wassenhove & Bhattacharya, 2002); Sida will try to influence the corporations to adapt to the development aid strategies at the operational level. There is a tendency for consensus-building approach, as the corporations agree to Sida reacting fast and is open to new ideas (Samii, van Wassenhove & Bhattacharya, 2002). Overall, the characteristics for institutionalization are absent in the case. Furthermore, as the continuation of SLSD is unclear, it might not ever become an institution.

Concluding the analysis of the partnership environment, SLSD shows signs of prior experience, and a consistent partnership team, interdependence, as well as openly sharing information; all features of a successful partnership. But with the questionable formation process, concerning selecting partners and project team; lack of symmetry, long-term commitment, institutionalization; and ambiguity in relation to integration & integrity, the outcome, i.e. the benefits for society and organizational effects, might not be prosperous. Furthermore, the joint declaration is prepared by Sida and although all corporations agree, not all can relate to it; which according Bryson, Crosby, and Stone (2006) is an indication that the processes are not working, and as stated by the respondents, it affects the partnership.

## **5.4 Outcomes: organizational effects and benefits for society**

*This concluding section of the chapter, analyses the outcome of SLSD. It starts with the organizational effects before the benefits for society are presented.*

### **5.4.1 Organizational effects**

SLSD leads to synergies with Sida's ongoing collaborations, but also between the corporations, showing partnership synergy (Weiss, Anderson & Lasker, 2002). A number of bilateral projects are initiated within SLSD, where transfer and pooling of resources occur. Both Sida and all the corporations state that they gain and share knowledge leading to spillover effects, although it takes some time for the social interaction outside of the meetings to get started. Together it covers all of Hardy, Phillips and Lawrence's (2003) effects; strategic, knowledge creation, and political.

### **5.4.2 Benefits for society**

The four priority areas indicate the inside-out and the outside-in framework both are used for deciding who the stakeholders are. Through the value chain the corporations engage and af-

fect resources, human beings as well as the natural resources. It is through the extended value chain the corporations can make a difference. With the four workgroups; sustainability, environmental impact, decent jobs, and anticorruption, the corporations are able to prioritize, which is of greatest strategic value when it comes to the social influences on competitiveness. This accounts for the first two steps of Maltz, Thompson and Ringold's (2011) methodology to assess externalities. Step three is reached to a certain extent, as some of the bilateral projects initiated from SLSD are going through Sida's regular preparation process, where the nature of externalities is one of the "two hundred questions" to be answered. The case does not present any empirical findings for further analysis, thereby the benefits for society are not possible to assess.

Even though SLSD is fairly new, both Sida and the corporations have gained synergies. However, in relations to benefits for society, longitudinal studies might be required, covering decades to be able to fully analyze and evaluate CSV generated by SLSD.

Not all the aspects of a successful partnership is observed for SLSD, but it is clear by the features of the external environment – a partnership joining forces for sustainable development is needed. Sida's relatively small development aid budget cannot be compared to the potential effect the corporations have if they were to use their capabilities to the best of their abilities for CSV. However, it appears the continuance of SLSD depends on if Sida and the corporations can resolve issues concerning processes, in addition to structure and governance. SLSD is already showing organizational effects, but what happens if there is no explicit interest from the corporations?

## 6 Conclusion

*The concluding chapter of the thesis answers the research question by presenting the lessons learned from public-private partnerships with sustainable development as the objective. Those are followed by the general implications and criticism of the study. Lastly, suggestions for future research are presented.*

### 6.1 Lessons learned from Swedish Leadership for Sustainable Development

With turbulence in the external environment, where single efforts no longer solve the needs of people and society, the public sector looks for Public-Private Partnerships (PPPs) in order to jointly achieve its mission. Sida, can no longer achieve its mission in the traditional way, hence, they turn to the private sector to influence them to become more sustainable. However, working in PPPs has implications at the organizational level of the partners, which in turn impose implications for the partnership. Those implications are the lessons learned from Swedish Leadership for Sustainable Development (SLSD).

As seen in the case, the institutional logic cannot be ignored when entering a partnership; if it competes with that of the partners, it will inflict a period of transition; the partners have to learn to appreciate the differences in their organizational cultures, before they their cultures can converge. If the objective with the partnership is ambiguous, further transition time is required to clarify what needs to be done, before the partnership can become efficient. However, the most important aspect for positive outcomes of successful PPPs is for the partnership to be of equivalent strategic importance; preferably included in the mission of the partners. Otherwise, the capabilities of the partner(s) with the lower level of importance will not be fully utilized, which reduce the benefits for society. The private sector request clearer objectives, and Sida struggles when trying to meet the flexibility required by the corporations. The importance at Sida pushes for the private sector to take lead; however, the corporations do not want to take the baton. Is the ambiguity the reason SLSD cannot show benefits for society yet, or could this be an indication of greenwashing? To be able to better understand the motives for the private sector joining SLSD, a qualitative approach with the participating corporations is needed.

Following the importance of the institutional logic, if the partners share history it reduces the transition time; expectations and trust are already established. Furthermore, the team members, at each partner, are to have a genuine interest and be motivated to work according to the mission of the partnership; if the single criterion is their individual expertise it could negative-

ly affect the structure of the partnership. Clearly defined roles and responsibilities enable the conditions needed for positive outcomes; it becomes transparent who is accountable to whom and for what. Some of the corporations are still at the start of the learning curve; they have not worked with Sida before and need time to adjust. At Sida, workgroup leaders have a low level of ambition, and accountability is hard to find; roles, responsibilities, and objective are vague, and as a result a long transition period delays the speed of the project until beginning of 2014.

When selecting partners the objective of the partnership and the strategic mission of the partners, have to be the imperative criteria; the core capabilities of the partners have to be interdependent for the partnership to generate benefits for society – the whole has to be greater than the sum of its parts. Furthermore, the assurance of symmetry and long-term commitment within the partnership is needed for institutionalization. One year is given to get to know the partners, focusing on how to work instead of on what to do. This seems to hold back long-term investments in SLSD, not contributing to benefits for society.

Partnerships in general and PPPs in particular, generate synergies; by working close together and openly sharing information, knowledge is transferred between the partners. In turn, the knowledge leads to spillover effects as knowledge is not context specific. SLSD confirms previous studies, through SLSD, Sida influence the private sector with their development aid expertise; in turn, the private sector gains valuable contacts. Furthermore, SLSD highlights the importance of working together in partnerships for sustainable development. SLSD could thereby be the role model on the global arena.

As a PPP, SLSD hitherto, is not a cruel invention of the human spirit; both the public and the private sector agree to the outcomes being the intended – a platform for sharing knowledge, exploiting synergies, learning from each other, and to see what is necessary to make further cooperation work. In regards to the joint declaration, 300 days are already gone, and still the private sector is far from delivering their promise. When it comes to sustainable development by creating shared value (CSV) it can take longer than a year to see the generated benefits for society. This far SLSD do not put the interdependence of the core capabilities of the partnership in practice, thereby the sum less is than the parts.

## 6.2 General implications

*The general implications presented in this section show the practical relevance to the lessons learned.*

If there is shared history of success between partners, the structure and governance as well as processes can become simpler, the expectations between the partners are already tested and validated, which imply trust is already built. However, the most important aspect for positive outcomes of PPPs is that the purpose of the partnership is of equal strategic importance for all parties. If the strategic importance differs, the motives of the partner(s) with the lower level of importance might be considered to be greenwashing, e.g. to join the partnership as a way to improve reputation. Furthermore, despite competing institutional logics, equivalent strategic importance can shorten the period of transition. Another aspect to include when selecting partners is the need for interdependence in relation to the core capabilities; together the partners have to be able to achieve what is not possible on their own. With a high level of importance and interdependence, the partners learn to appreciate differences in the institutional logic faster, which makes the organizational cultures converge more rapid; the focus of the partnership is kept on achieving the outcomes as soon as possible.

Setting a clear objective with the partnership, and further including a vision and a strategy for how to succeed, not only shortens the transition time, it also allows for an administrative policy implementation. By creating a strong coalition of people who knows what needs to be done and how to do it, but more important have authority to do it, will further speed up the process. If short-term wins are communicated when they are achieved, the motivation for the members of the team is kept at a high level. If due to lack of expertise or time to develop more specific procedures, an organization should consider establishing a separate organizational unit, with the sole focus on the outcome of the partnership, and consisting of people with a true and genuine interest. By this mean people can be allowed to be novel and innovative without conflicting with the organizational structure or institutional logic.

Thus, before forming a partnership, the partners have to plan for the success to happen. Not only the selection of partners for the collaboration, and the objective with the partnership, but also which team members to include in different stages. People with in-depth expertise in important areas could very well be utilized through an advisory board instead of being part of the partnership team. To reduce the transition time, people who already have established relationships with the partners or knowledge of the competing institutional logic are better suited to take on the challenge of a partnership. Furthermore, the roles and responsibilities for the

included members at the partners should be clearly defined, to reduce the level of ambiguity, and to enable the partnership a good start.

Despite the implication to plan meticulously in regards to institutional logic, sometimes it is better to take a first step, as it is better to try and learn, than not to try at; failures can be steppingstones for success. Furthermore, with too careful planning the conditions in the external environment might have changed and thus the great plan will try to generate outcomes no longer needed.

### **6.2.1 Swedish Leadership for Sustainable Development implications for Sida**

Applying the general implications to SLSD and Sida, more concrete outcome could have been expected with a different formation process. Instead of selecting partners by their personal relationship, the selection criteria should have been; previous partnership with Sida, as expectations and trust would already be built; core capabilities, for all parties to understand their roles in the partnership; strategic importance of sustainable development, to be able to jointly define and set objectives with the partnership.

Although, being facilitator of SLSD was not the intention of the Round table meeting May 13<sup>th</sup>, 2013, the possibility of Sida having to take the role to legitimate collaboration, could have been anticipated, which gives the implication of preparing a project organization prior to the meeting. To enhance the possibilities of benefits for society as outcomes from SLSD, resource allocation should have been secured in all levels of the organization. Furthermore, instead of choosing people on the basis of their professional expertise, people with the drive to work with the private sector, who want to be part of the new way to conduct development aid should have been assigned as workgroup leaders to motivate an enthusiasm towards SLSD.

In regards to the joint declaration, it is well prepared and all the corporations endorse it. However, the level of ambiguity is high; it does not provide any tangible objectives, which is wise in regards to reducing the level of conflict within SLSD. But, ambiguity also inserts the risk of nothing happening. Furthermore, by including the corporations in the preparatory work, the focus would probably be on results, and it would introduce a sense of ownership that could improve the chances for concrete and measurable outcomes from SLSD.

As it is easy to be wise after the event, SLSD should be considered as the trial period it in fact is intended to be. During the past year, contingencies and constraints have had the possibilities to be analyzed and in some cases adjusted, which is part of the process of learning. Fur-



thermore, it takes times to resolve the difficulties associated with moving people from their comfort zones. If the last issues regarding objectives and structures are to be sorted; SLSD has the potential for more than the already gained organizational effects – benefits for society truly can be generated through CSV.

### 6.3 Criticism of the study

The purpose of the study is to describe and analyze a PPP in regards to shared value and organizational effects. In order to present what the lessons learned are, an explorative case study of SLSD is conducted. By studying a single case, there are limitations to the applications of the lessons learned and their implications; due to social contexts, no two cases are the same. The study emphasizes the case from Sida's point of view, which further limits the applications to the public side of a PPP. Furthermore, the lessons learned are partly based on the analysis of the responses from the corporations, who although representing different industries are too few to make any generalization possible. To further explore the outcomes from PPPs working for sustainable development, studying several of Sida's Public Private Development Partnerships could have developed a deeper understanding in regards to shared value and organizational effects. It would have provided greater prospects of empirical findings of benefits for society, as well as a possibility for generalization, by including more levels of the organization, as well as perspectives of other stakeholders.

To address the explorative objective of the study, the empirical findings are analyzed by the utilization of an integrated model that lifts the main aspects of the theoretical frame of reference. In addition to the outcomes, the lessons learned are presented in aspects of the three identified environments. The theoretical framework is revised after the semi-structured interviews, which means that there is a possibility that the empirical findings are biased towards the theory. However, the analysis and therefore the lessons learned are reinforced by the reviewed theoretical framework, as additional theory relevant to the study is included. By analyzing the empirical findings in relation to acknowledged theories, the results are strengthened as they fit, and thus, support the validity of existing theory. Also, the study to some degree supports the previous study by Jamali and Keshishian (2009); SLSD shows organizational effects and potential for CSV. Thereby, a theoretical generalization of the study is achieved.

There are several factors that could be improved or be done differently with the study. The authors should have anticipated the need for literature in the field of organizational change and policy implementation, as SLSD is a new way of working with development aid. Second-

ly, the visit to Sida for the semi-structured interviews should have been scheduled in relation to a network meeting; to have the possibility to observe the interactions between the public and private sector, for a deeper understanding of the partnership. Furthermore, it would have provided an opportunity for informal conversations with the participating corporations. Third, in retrospect, the Director General should have been among the respondents at Sida, to fully explore the context to SLSD. Additionally, people at Sida not involved in SLSD should also have been interviewed, to get a more profound understanding of SLSD as a policy implementation. Lastly, the amount of time spent on creating the survey could have been shortened, considering the input it provided to the lessons learned; semi-structured interviews with the corporations would have provided a more profound perspective of SLSD and as a result given more substantial lessons learned.

#### **6.4 Suggestions for further research**

The objective of the study is to explore the outcomes from PPPs working for sustainable development, and the result shows organizational effects and potential for CSV. However, the lessons learned could be further developed by conducting a study and including interviews with some of the embassies, the operational perspective would be integrated. This would further benefit the lessons learned in regards to organizational effects, as additional views would be accounted for.

Since the lessons learned shows that lack of strategic importance might suggest greenwashing, it would be of interest to do an in-depth study with the participating corporations. Exploring the view of the private sector when it comes to partnerships with sustainable development as the objective would provide very valuable lessons learned to be used when selecting partners.

Furthermore, the perspectives of stakeholders affected by a PPP, e.g. the beneficiaries, are of interest. To be able to evaluate the true outcomes, both in regards to organizational effects, but more prominent in regards to the impact of CSV, their input would provide more detailed lessons learned and could further contribute to the development of a PPP standard for sustainable development. As one year is too short for concrete benefits for society, a longitudinal research, with more qualitative factors, would thereby provide a more correct depiction of outcomes.

## 7 References

- Alvesson, M. (2011). *Intervjuer: genomförande, tolkning och reflexivitet*, Malmö: Liber
- Bryman, A., & Bell, E. (2013). *Företagsekonomiska forskningsmetoder*, Malmö: Liber
- Bryson, J. M., Crosby, B. C. & Stone, M. M. (2006). The design and implementation of Cross-Sector collaborations: Propositions from the literature, *Public administration review*, vol. 66, no. 1, pp.44–55
- Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders, *Business Horizons*, vol. 34, no. 4, pp.39–48
- Carroll, A. B. (1999). Corporate social responsibility: Evolution of a definitional construct, *Business And Society*, vol. 38, no. 3, pp.268–295
- Crane, A., Palazzo, G., Spence, L. J. & Matten, D. (2014). Contesting the value of "Creating Shared Value", *California Management Review*, vol. 56, no. 2, pp.130–153
- Drucker, P. F. (1984). The New Meaning of Corporate Social Responsibility, *California Management Review*, vol. 26, no. 2, pp.53–63
- Eisenhardt, K. M. (1989). Building theories from case study research, *Academy of management review*, vol. 14, no. 4, pp.532–550
- Environmental Leader LLC, (2006-2013). Sweden Has Most “Responsibly” Competitive Companies Environmental Management & Energy News Environmental Leader Available Online: <http://www.environmentalleader.com/2007/07/10/sweden-has-most-responsibly-competitive-companies/> [Accessed 26 January 2014]
- Friedman, M. (1970). The Social Responsibility of Business Is to Increase its Profits, *New York Times*, September 13, pp.22–126
- Goldenberg, S. (2014). Wildlife in Gulf of Mexico still suffering four years after BP oil spill: report, *The Guardian*, 9 April, <http://www.theguardian.com/environment/2014/apr/09/wildlife-gulf-of-mexico-bp-oil-spill> [Accessed 19 April 2014]
- Gond, J. P. & Moon, J. (2011). Corporate social responsibility in retrospect and prospect: Exploring the life-cycle of an essentially contested concept, *ICCSR Research Paper Series*, vol. 59, pp.1–40
- GreenwashingIndex (2014). About Greenwashing | GreenwashingIndex Available Online: <http://www.greenwashingindex.com/about-greenwashing/> [Accessed 1 March 2014]
- Hagström, M. (2013). ”Deras situation liknar slaveri”, SvD NÄRINGSLIV, 26 Januari, Available Online: [http://www.svd.se/naringsliv/nyheter/varlden/deras-situation-liknar-slaveri\\_7858092.svd](http://www.svd.se/naringsliv/nyheter/varlden/deras-situation-liknar-slaveri_7858092.svd)
- Hardy, C., Phillips, N. & Lawrence, T. B. (2003). Resources, knowledge and influence: The organization effects of interorganizational collaboration, *Journal of Management Studies*, vol. 40, no. 2, pp.321–347
- Hupe, P., Hill, M. & Nangia, M. (2014). Studying implementation beyond deficit analysis: The top-down view reconsidered, *Public Policy and Administration*, vol. 29, no. 2, pp.145-163
- Hwy-Chang, M., Parc, J., So Hyun, Y. & Nari, P. (2011). An extension of Porter and Kramer's creating shared value (CSV): Reorienting strategies and seeking international cooperation, *Journal of International & Area Studies*, vol. 18, no. 2, pp.49–64
- Jacobsen, D. (2002). *Vad, hur och varför? – Om metodval i företagsekonomi och andra samhällsvetenskapliga ämnen*. Lund: Studentlitteratur

- Jamali, D. & Keshishian, T. (2009). Uneasy alliances: Lessons learned from partnerships between businesses and NGOs in the context of CSR, *Journal of business Ethics*, vol. 84, no. 2, pp.277-295
- Jeurissen, R. (2004). Institutional Conditions of Corporate Citizenship, *Journal Of Business Ethics*, vol. 53, no. 1–2, pp.87–96
- Kanter, R. M. (1994). Collaborative advantage: the art of alliances, *Harvard Business Review*, vol. 72, no. 4, pp.96–108
- Kanter, R. M. (2011). How Great Companies Think Differently, *Harvard Business Review*, vol. 89, no. 11, pp.66–77
- Kotter, J. P. (1995). Leading change: Why transformation efforts fail, *Harvard business review*, vol. 73, no. 2, pp.59–67
- Lapsley, I. (2009). New public Management: The cruellest invention of the human spirit? *Abacus*, vol. 45, no. 1, pp.1–21
- Lee, M. P. (2008). A review of the theories of corporate social responsibility: Its evolutionary path and the road ahead, *International Journal Of Management Reviews*, vol. 10, no. 1, pp.53–73
- Liebermann, A. (2012). Telia Sonera utreds för mutbrott, svt Nyheter, 26 September, Available Online: <http://www.svt.se/nyheter/sverige/telia-utreds-for-korruption> [Accessed 12 February 2014]
- Maignan, I. & Ferrell, O. C. (2006). Corporate social responsibility and marketing: An integrative framework, *Journal Of The Academy Of Marketing Science*, vol. 32, no. 1, pp.3–19
- Maltz, E., Thompson, F. & Ringold, D. J. (2011). Assessing and optimizing corporate social initiatives: a strategic view of corporate social responsibility, *Journal of Public Affairs*, vol. 11, no. 4, pp.344–352
- Maltz, E. & Schein, S. (2012). Cultivating Shared Value Initiatives: A Three Cs Approach, *Journal of Corporate Citizenship*, vol. 47, no. Fall 2012, pp.55–74
- Maskin, E. & Tirole, J. (2008). Public–private partnerships and government spending limits, *International Journal of Industrial Organization*, vol. 26, no. 2, pp.412–420
- Matland, R. E. (1995). Synthesizing the implementation literature: The ambiguity-conflict model of policy implementation, *Journal of public administration research and theory*, vol. 5, no. 2, pp.145–174.
- McWilliams, A. & Siegel, D. (2001). Corporate social responsibility: A theory of the firm perspective, *Academy Of Management Review*, vol. 26, no. 1, pp.117–127
- Montjoy, R. S. & O'Toole, L. J. (1979). Toward a theory of policy implementation: An organizational perspective, *Public Administration Review*, vol. 39, no. 5, pp.465–476
- Porter, M. E. & Kramer, M. R. (2006). Strategy and society: The link between competitive advantage and corporate social responsibility, *Harvard Business Review*, vol. 84, no. 12, pp.78–92
- Porter, M. E. & Kramer, M. R. (2011). Creating shared value, *Harvard Business Review*, vol. 89, no. 1-2, pp.62–77
- RobecoSAM (2013). CS Ranking E Rel.FINAL [pdf]. Available Online: <http://www.robecosam.com/en/sustainability-insights/about-sustainability/country-sustainability-ranking.jsp> [Accessed 26 January 2014]
- Samii, R., Van Wassenhove, L. N. & Bhattacharya, S. (2002). An innovative public-private partnership: New approach to development, *World Development*, vol. 30, no. 6, pp.991–1008

- Schofield, J. (2004). A Model of Learned Implementation, *Public Administration*, vol. 82, no. 2, pp.283–308
- Schwartz, M. S. & Carroll, A. B. (2003). Corporate social responsibility: a three-domain approach, *Business Ethics Quarterly*, vol. 13, no. 4, pp.503–530
- Sida (n.d). For partners - Sida - Swedish International Development Cooperation Agency Available Online: <http://www.sida.se/English/Partners/> [Accessed 7 April 2014]
- Sida (2013). Swedish leadership for sustainable development [pdf] Available Online: <http://sidapublications.citat.se/interface/stream/mabstream.asp?filetype=1&orderlistmainid=3708&printfileid=3708&filex=5375688295500> [Accessed 24 January 2014]
- Strauss, A., & Corbin, J. (2008). Newbury Park: Sage publications, Inc.
- Sveriges Riksdag (2014). Debatter & beslut - riksdagen.se Available Online: <http://www.riksdagen.se/sv/Debatter--beslut/> [Accessed 23 January 2014]
- The Telegraph. (2010). Barack Obama: Gulf of Mexico oil spill an 'environmental 9/11', *The Telegraph*, 14 June, <http://www.telegraph.co.uk/finance/newsbysector/energy/oilandgas/7827301/Barack-Obama-Gulf-of-Mexico-oil-spill-an-environmental-911.html> [Accessed 13 February 2014]
- Thomasson, A. (2009). Exploring the ambiguity of hybrid organisations: A stakeholder approach, *Financial Accountability & Management*, vol. 25, no. 3, pp.385–398
- United Nations (n.d). United Nations millennium goals – background Available Online: <http://www.un.org/millenniumgoals/bkgd.shtml> [Accessed 23 January 2014]
- United Nations (1987). Our common future: Chairman's Foreword - A/42/427 Annex, Foreword - UN Documents Gathering a body of global agreements, Available Online: <http://www.un-documents.net/ocf-cf.htm> [Accessed 24 January 2014]
- Weiss, E. S., Anderson, R. M. & Lasker, R. D. (2002). Making the most of collaboration: exploring the relationship between partnership synergy and partnership functioning, *Health Education & Behavior*, vol. 29, no. 6, pp.683–698
- World Bank. (2005). World Bank focus on sustainability 2004 [pdf] Available at: <http://documents.worldbank.org/curated/en/2005/01/5587725/world-bank-focus-sustainability-2004> [Accessed 20 February 2014]
- Yin, R. (2009). Case study research: Design and methods, Thousands Oaks: Sage publications, Inc.
- Zhang, Z., Wan, D., Jia, M. & Gu, L. (2009). Prior Ties, Shared Values and Cooperation in Public–Private Partnerships, *Management and Organization Review*, vol. 5, no. 3, pp.353–374

## 8 Appendices

### 8.1 Appendix A – further description of Sida

This part about the Swedish International Development Cooperation Agency (Sida) is formulated from information provided on Sida's 'about us' website (Sida, n.d.a). Director General at Sida is Charlotte Petri Gornitzka, and Bo Netz is the Deputy Director General. Beside the Director General's Office and Internal Audit, Sida is organized in ten departments, whereof five departments work with support, steering and control, and five with implementing the development assistance, see figure i below. Out of the almost 700 employees, around twenty percentage work outside Sweden, in countries where Sida has ongoing activities. The selection of cooperation countries is based on political decisions made by the Swedish government.

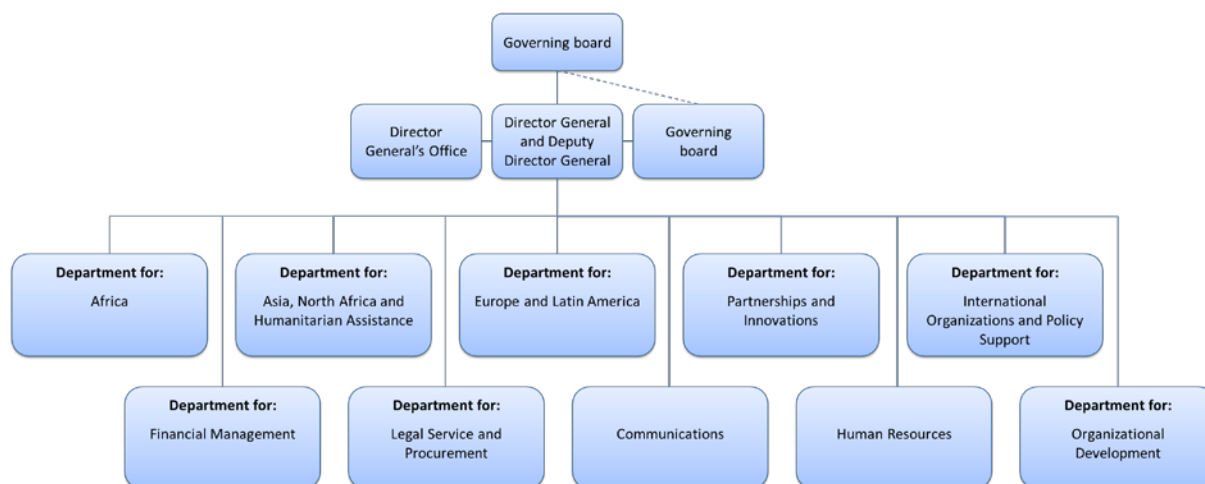


Figure i. Organizational chart Sida

Sida has three main assignments;

- Suggest strategies and policies for Swedish international development cooperation on behalf of the Swedish government,
- Implement the strategies and manage interventions, (including monitoring and evaluation of results), and
- Participate in Sweden's advocacy work and in the dialogue with other (donor and recipient) countries, as well as with international organizations and other actors.

With the mission to reduce poverty in the world, Sida administers circa half of Sweden's total budget for development aid. Being financed by tax money, Sida's work has to be performed in a cost-effective way with a strong focus on results.

In order to implement the Swedish development policy, which will enable poor people to improve their lives, the Swedish government issues guidelines, a brief set of instructions, on how Sida should work. The guidelines set out how Sida should achieve the development policy objectives established by the government, and how Sida should follow the international conventions on the development co-operation work that Sweden has undertaken to follow. The letter of appropriation for 2014, states that Sida should particularly focus on the development

of innovative forms for aid and financing and to continue improving internal governance and control. Sida is also mandated in 2014 to report on how innovative forms of financing and actors can be combined in new ways. In order to carry out its work and to implement Sweden's Policy for Global Development (PGU), Sida cooperates with a large number of organizations, associations, agencies, companies and cooperatives, e.g. international bodies like the UN, the EU and the World Bank.

According to information provided on Sida's 'for partners' website (Sida, n.d.b), Sida cooperates with the private sector through Public Private Development Partnerships (PPDP) where the private sector and the public make a joint investment in a project implemented by a third party. The joint investment has a co-financing ratio of maximum 50 per cent, meaning that the private partner covers at least half of the total cost. The development partnerships cover initiatives in which Sida and the private sector share a common interest in creating opportunities and achieving development goals, and focus on collaboration with large companies. The goal is to engage the private sector in taking the initiative and committing to developing countries through investments, trade, technology transfer, and problem-solving; to create conditions for people living in poverty to improve their lives.

## Reference list

Sida (n.d.a). About us - Sida - Swedish International Development Cooperation Agency Available Online: <http://www.sida.se/English/About-us/> [Accessed 7 April 2014]

Sida (n.d.b). For partners - Sida - Swedish International Development Cooperation Agency Available Online: <http://www.sida.se/English/Partners/> [Accessed 7 April 2014]

## 8.2 Appendix B – Joint declaration

# SWEDISH LEADERSHIP FOR SUSTAINABLE DEVELOPMENT

Joint statement issued on May 13<sup>th</sup> 2013


## Swedish Leadership for Sustainable Development

The world has changed dramatically since nations agreed on the Millennium Development Goals more than a decade ago. Rising incomes and technological advancements create opportunities for inclusive growth that could turn the fortunes of individuals, societies, and investors alike. The consumer of tomorrow is increasingly likely to live in a developing country, to be urban and to be connected to the world through information and communications technologies.

At the same time, there is no shortage of challenges facing the planet. More than a billion people still live in poverty and sustainable development solutions are urgently needed in areas such as water, energy, health, food, and transportation. Developing and emerging economies need more skilled jobs to continue to grow, provide basic services, and meet the demand of business. Yet, for growth to be sustainable it has to be decoupled from its environmental impact.

We, the leaders of 20 Swedish and Swedish-rooted companies, recognize this changing global landscape and the solid case it brings with it for investing in sustainable development. We believe that we can build on our experiences of sustainable business practices, and that we must show real global leadership at a time when the Millennium Development Goals are soon to be succeeded by new, more ambitious goals.





We also believe that the profound transformation required for sustainable development to become a global reality cannot be accomplished without the private sector's capacity for turning problems into opportunities. The Swedish model of labor market dialogue, transparency and accountability can further accelerate such a transition. The next step for a Swedish model is to integrate sustainability into business models and operations of companies regardless of size and structure.


We recognize an increasing need for business, governments and civil society to work together to find solutions and concrete action for global challenges. When relevant, we are open to working with the Government of Sweden and global initiatives, such as the UN Sustainable Development Solutions Network, launched recently by UN Secretary-General Ban Ki-Moon.

Below, we pinpoint four areas that we see as particularly important for the future of global development, and where we are convinced that we can make a real difference, individually and collectively:

- *Make sustainable development a part of our operations and business models*
- *Systematically reduce our environmental impact and create higher efficiency in the way we use resources*
- *Create decent jobs and development opportunities for people including those who work for us and our suppliers*
- *Fight corruption and unethical business methods in countries where we operate*

*With the less than 1000 days that remain before the Millennium Development Goals are set to expire, we promise to deliver on the above by promoting innovation and the use of technology for sustainable and affordable products and services globally, as well as to be a voice for new and more ambitious global Sustainable Development Goals after 2015.*

---



Joint statement issued on May 13<sup>th</sup> 2013 at the Roundtable on Swedish Leadership for Sustainable Development, hosted by Sida, by the following companies and organisations:

Axel Johnson AB

Boliden AB

Elekta AB

Ericsson AB

Företagarna AB

GoodCause

H&M Hennes & Mauritz AB

Ingka Holding BV/The IKEA Group

Indiska Magasinet AB

Investor AB

Novamedia Svenska PostkodLotteriet AB

Ratos AB

Scania AB

SPP Liv Fondförsäkring AB

Swedfund AB

Systembolaget AB

Tetra Laval Group

The World We Want Foundation

Unilever

Volvo Group

## 8.3 Appendix C – Semi-structured interview guide

*Note: this interview guide should be seen as an orientation document and not as an exclusive checklist.*

### General background

#### *Respondent's role in the SLSD project*

1. What is your role/function in the SLSD project?
2. When and how did you become a member of the project?

### SLSD background

#### *Project background*

3. How do you define the Swedish leadership model?
4. How does this contribute to reaching the millennium goals?
5. Could you tell us about the background for SLSD?

#### *Company selection*

6. How and in what way have Sida worked together with the companies before?
7. How and on what criteria were the companies selected?
8. How related is the companies' missions to SLSD's?

#### *Stakeholders*

9. How does the stakeholder map look?
10. How and in what way do the stakeholders impact the SLSD project?

#### *Targets/measurements*

11. What is the definition of a successful SLSD project? Short-term vs. long-term perspective

### SLSD project

#### *Governance & Project management*

12. What priority does the SLSD project have?
13. How is the SLSD project governed? – Including e.g. roles, decision making, time and budget
14. How has the meetings been facilitated? – Including attendance

#### *Priority areas*

15. How was the discussion leading to the four priority areas?
16. How did the companies decide which to participate in?
17. Which has received the most activities?
18. Within each priority area, what are the focus areas and important aspects?
19. In what way have the beneficiaries been involved?

### ***Engagement (Sida vs. companies)***

20. How has the magnitude of resource usage been?
21. How has the level of engagement and intensity of interactions been?

### ***Communication***

22. How has the external vs. internal communication been carried out? – Including type and channels

### ***SLSD evaluation***

#### ***Business model impact (trust)***

23. What type of partnership and collaboration is there between the different partners?
24. How does this collaboration affect the business model of the partners involved?
25. What type of knowledge exchange has the project contributed to?

#### ***Evaluation***

26. How has the SLSD project reached the intended targets?
27. How have the SLSD project made a difference? – Including changes to business model
28. How has the collaboration worked? – Including lessons learnt (critical success factors/challenges)
29. How do you evaluate your participation in the project?

#### ***Going forward***

30. What happens after May 28<sup>th</sup>?

### ***Demographics***

#### ***Employee background***

31. Age
32. Gender
33. Position at Sida (responsibilities, authority, tasks and period of employment)
34. Previous experience (work and education)

## 8.4 Appendix D – Survey

### Survey introduction and background

On May 13<sup>th</sup> 2013, Sida invited Swedish business leaders with the purpose of identifying challenges and opportunities related to sustainable development, poverty reduction and corporate responsibility.

Realizing that these areas affect the business sector as well as development cooperation opens up a window of opportunity for joint solutions and collaboration. By strengthening inclusive business practices and encouraging innovative partnerships in development cooperation, Swedish Leadership for Sustainable Development wants to be a catalytic driving force to promote positive change.

The importance of private sector engagement for sustainable global development is increasingly being recognized, in Sweden as well as globally. Companies have great potential to address major challenges such as human rights abuse, unemployment, corruption, child labour, gender inequality and negative effects on the environment. Effective cross-sectorial public private partnerships targeting these challenges are therefore needed.

Participation by the private sector is also imperative in designing an agenda for global development to replace the Millennium Development Goals post 2015. Swedish Leadership for Sustainable Development is a result of Sweden's active role in this comprehensive process, inviting actors from different sectors and fields of society to join the discussion and share their knowledge. Consequently, Swedish Leadership for Sustainable Development is an important step towards increased dialogue and collective action, seeking to inspire other global actors to contribute to the implementation of the post-2015 agenda through joint efforts and new and innovative partnerships.

The purpose of this survey is to gain an idea of experiences and perceptions from the network members, regarding the past year with Swedish Leadership for Sustainable Development. The findings will provide a basis for decisions on how the future of the network is to be shaped.

### Background

*The following questions serve to provide background information of your company's participation in Swedish Leadership for Sustainable Development.*

1. Please state the industry in which your company operates
2. Please state your current position at your company
3. Has your company cooperated with Sida before
  - a. Yes
  - b. No
4. Which priority area(s) does your company participate in
  - a. Sustainability
  - b. Environmental impact
  - c. Decent jobs
  - d. Anticorruption
5. Please state your company's motives for participating in Swedish Leadership for Sustainable Development and what the expectations were

## Swedish Leadership for Sustainable Development

*This section aims to understand your company's perception of Swedish Leadership for Sustainable Development. Please rate your level of agreement to the following statements.*

5 - Strongly agree

4 - Somewhat agree

3 - Neither agree nor disagree

2 - Somewhat disagree

1 - Strongly disagree

### **Purpose and objective of Swedish Leadership for Sustainable Development**

6. The private sector plays an important part in poverty reduction and sustainable global development
7. The objective of Swedish Leadership for Sustainable Development is clear
8. Swedish Leadership for Sustainable Development will contribute to sustainable global development

*If you have any additional comments about the purpose and objective of Swedish Leadership for Sustainable Development, please fill them in here*

### **Importance and priority of Swedish Leadership for Sustainable Development at your company**

9. Swedish Leadership for Sustainable Development is strategically important for your company
10. Swedish Leadership for Sustainable Development has a high priority at your company
11. Swedish Leadership for Sustainable Development provides insights and motivates further work in the field of sustainable development

*If you have any additional comments about the importance and priority of Swedish Leadership for Sustainable Development, please fill them in here*

### **Your company's engagement in Swedish Leadership for Sustainable Development**

12. Your company actively participates in meetings and working groups
13. Your company openly shares knowledge with the members of Swedish Leadership for Sustainable Development
14. Your company gains knowledge being part of Swedish Leadership for Sustainable Development
15. Your company gains new and valuable contacts being part of Swedish Leadership for Sustainable Development
16. Your company has initiated collaboration with other members of the network Swedish Leadership for Sustainable Development
17. Your company is likely to initiate collaboration with other members of the network Swedish Leadership for Sustainable Development.

*If you have any additional comments about your company's engagement in Swedish Leadership for Sustainable Development, please fill them in here*

### ***Collaboration and level of engagement of Swedish Leadership for Sustainable Development***

18. Collaboration within Swedish Leadership for Sustainable Development works well
19. Collaboration within Swedish Leadership for Sustainable Development builds on trust
20. All members of Swedish Leadership for Sustainable Development are equally able to impact the activities and expected outcomes of the network.
21. In the working group(s) where your company participates, all members contribute equally.
22. All members of Swedish Leadership for Sustainable Development have a high level of engagement at the meetings

*If you have any additional comments about the collaboration and level of engagement of Swedish Leadership for Sustainable Development, please fill them in here*

### ***Sida's role in Swedish Leadership for Sustainable Development***

*This section aims to understand your company's perception of Sida's role in Swedish Leadership for Sustainable Development. Please rate your level of agreement to the following statements.*

*5 - Strongly agree*

*4 - Somewhat agree*

*3 - Neither agree nor disagree*

*2 - Somewhat disagree*

*1 - Strongly disagree*

### ***Sida as facilitator of Swedish Leadership for Sustainable Development***

23. Swedish Leadership for Sustainable Development is well organized and structured
24. The communication from Sida is clear, direct, transparent and adapted to the target group
25. Sida reacts fast if a problem arises and is open to innovative solutions

*If you have any additional comments about Sida as facilitator for Swedish Leadership for Sustainable Development, please fill them in here*

### ***Sida as a relevant partner for the Swedish business industry***

26. Sida understands the business needs of your company and the dialogue is result-oriented
27. Sida adds value to Swedish Leadership for Sustainable Development
28. Sida influences your company to place investments in a sustainable way to benefit people living in poverty
29. Sida positively influences your company's attitude towards public private partnerships
30. Sida is a relevant partner for the Swedish business industry and the collaboration works well
31. Swedish Leadership for Sustainable Development is likely to achieve its mission by the end of May 2014

*If you have any additional comments about Sida as relevant partner for the Swedish business industry, please fill them in here*

## **Input for further improvement**

*This concluding section with open questions aims to provide important input for further improvement of Swedish Leadership for Sustainable Development.*

32. Does your company consider the four focus areas relevant and suitable for Swedish Leadership for Sustainable Development;
  1. integrating sustainable development into core business and business models,
  2. systematically reducing environmental impact and increasing efficient resource use,
  3. creating decent jobs and development opportunities along the supply chains,
  4. fighting corruption and unethical business practices in the countries of operation.
    - a. If not, please comment
33. From your company's point of view, what has been the most significant contribution from Sida to Swedish Leadership for Sustainable Development
34. Please evaluate your company's participation in Swedish Leadership for Sustainable Development
35. Please share an example of how Swedish Leadership for Sustainable Development has benefited your company
36. Please share how you think Swedish Leadership for Sustainable Development could be further improved and developed
  - b. How could your company contribute to such an improvement/development
37. Is your company interested in participating in the next phase of Swedish Leadership for Sustainable Development.
  - c. Please comment

*If you have anything further to convey, please feel free to do so*

## **Thank you for your kind cooperation!**

Your answers are important and will provide a basis for decisions on how the future of the network is to be shaped.



## 8.5 Appendix E – Survey email

Dear member of Swedish Leadership for Sustainable Development,

The purpose of the attached survey is to collect valuable information regarding your experiences and perceptions from being part of Swedish Leadership for Sustainable Development. The findings will provide input to how the network could be further improved and developed, and a basis for how the future of the network is to be shaped.

Closing date for the survey is April 15th.

<http://www.netigatetest.net/test.asp?s=155048X0X3218>

If you have any questions regarding the network, please contact Sanna Leino at Sida (sanna.leino@sida.se). For questions regarding the survey, please contact Malin Taggu (malin.taggu@gmail.com, 0707890222).

Thank you for your kind cooperation.

Best regards,  
Project Management, Swedish Leadership for Sustainable Development

If the link in this mail does not work, please copy the following link and paste it into a new browser window:  
<http://www.netigatetest.net/test.asp?s=155048X0X3218>

[This mail was sent through the service of Netigate. If you experience technical problems or have any questions regarding the tool please visit [Netigate](#)]

### Recipients:

carolina.sachs@axfoundation.se; sofia.Gustafsson@axfoundation.se asa.domeij@axfood.se;  
marcela.sylvander@boliden.com; brittmarie.djurle@elekta.com; elaine.weidman@ericsson.com;  
henrik.sjoholm@foretagarna.se; helena.helmersson@hm.com; jeanette.skjelmose@ikea.com;  
renee.andersson@indiska.se; Stefan.stern@investorab.com; Stina.gotbrink@postkodlotteriet.se;  
jar@ratos.se; christina.bage-friborg@sandvik.com; jens.schlyter@scania.com;  
carina.bergfeldt@skf.com; jonas.ahlen@storebrand.com; Lars-olleL@swedfund.se;  
lena.rogeman@systembolaget.se; marie.baumgarts@tele2.com; ulla.holm@tetralaval.com;  
malin.ripa@volvo.com; melinda.sundell@sei-international.org;  
hanna.wetterstrand@stockholmresilience.su.se; torgny.holmgren@siwi.org;  
maria.stareborn@unilever.com; stefan.krook@goodcause.se

## 8.6 Appendix F – Survey frequencies

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	
The private sector plays an important part in poverty reduction and sustainable global development	5 (71%)	2 (29%)	0 (0%)	0 (0%)	0 (0%)	7/12 (58%)
The objective of Swedish Leadership for Sustainable Development is clear	2 (29%)	3 (43%)	1 (14%)	1 (14%)	0 (0%)	7/12 (58%)
Swedish Leadership for Sustainable Development will contribute to sustainable global development	2 (29%)	3 (43%)	2 (29%)	0 (0%)	0 (0%)	7/12 (58%)

**Table 1. Purpose and objective of Swedish Leadership for Sustainable Development**

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	
Swedish Leadership for Sustainable Development is strategically important for your company	1 (14%)	2 (29%)	3 (43%)	1 (14%)	0 (0%)	7/12 (58%)
Swedish Leadership for Sustainable Development has a high priority at your company	1 (14%)	2 (29%)	3 (43%)	1 (14%)	0 (0%)	7/12 (58%)
Swedish Leadership for Sustainable Development provides insights and motivates further work on in the field of sustainable development	2 (29%)	2 (29%)	2 (29%)	1 (14%)	0 (0%)	7/12 (58%)

**Table 2. Importance and priority of Swedish Leadership for Sustainable Development**

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	
Your company actively participates in meetings and working groups	3 (43%)	3 (43%)	1 (14%)	0 (0%)	0 (0%)	7/12 (58%)
Your company openly shares knowledge with the members of Swedish Leadership for Sustainable Development	4 (57%)	2 (29%)	1 (14%)	0 (0%)	0 (0%)	7/12 (58%)
Your company gains knowledge being part of Swedish Leadership for Sustainable Development	3 (43%)	2 (29%)	2 (29%)	0 (0%)	0 (0%)	7/12 (58%)
Your company gains new and valuable contacts being part of Swedish Leadership for Sustainable Development	4 (57%)	1 (14%)	1 (14%)	1 (14%)	0 (0%)	7/12 (58%)
Your company has initiated collaboration with other members of the network Swedish Leadership for Sustainable Development	1 (14%)	3 (43%)	2 (29%)	1 (14%)	0 (0%)	7/12 (58%)
Your company is likely to initiate collaboration with other members of the network Swedish Leadership for Sustainable Development	2 (29%)	4 (57%)	1 (14%)	0 (0%)	0 (0%)	7/12 (58%)

**Table 3. Corporations' engagement in Swedish Leadership for Sustainable Development**

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	
Collaboration within Swedish Leadership for Sustainable Development works well	4 (57%)	2 (29%)	1 (14%)	0 (0%)	0 (0%)	7/12 (58%)
Collaboration within Swedish Leadership for Sustainable Development builds on trust	2 (29%)	3 (43%)	2 (29%)	0 (0%)	0 (0%)	7/12 (58%)
All members of Swedish Leadership for Sustainable Development are equally able to impact the activities and expected outcomes of the network	2 (29%)	4 (57%)	1 (14%)	0 (0%)	0 (0%)	7/12 (58%)
In the working group(s) where your company participates, all members contribute equally	1 (14%)	2 (29%)	3 (43%)	0 (0%)	1 (14%)	7/12 (58%)
All members of Swedish Leadership for Sustainable Development have a high level of engagement at the meetings	2 (29%)	2 (29%)	3 (43%)	0 (0%)	0 (0%)	7/12 (58%)

**Table 4. Collaboration and level of engagement of Swedish Leadership for Sustainable Development**

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	
Swedish Leadership for Sustainable Development is well organized and structured	2 (33%)	3 (50%)	1 (17%)	0 (0%)	0 (0%)	6/12 (50%)
The communication from Sida is clear, direct, transparent and adapted to the target group	2 (33%)	1 (17%)	3 (50%)	0 (0%)	0 (0%)	6/12 (50%)
Sida reacts fast if a problem arises and is open to innovative solutions	2 (33%)	3 (50%)	1 (17%)	0 (0%)	0 (0%)	6/12 (50%)

**Table 5. Sida as facilitator of Swedish Leadership for Sustainable Development**

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	
Sida understands the business needs of your company and the dialogue is result-oriented	2 (33%)	3 (50%)	0 (0%)	1 (17%)	0 (0%)	6/12 (50%)
Sida adds value to Swedish Leadership for Sustainable Development	4 (67%)	1 (17%)	1 (17%)	0 (0%)	0 (0%)	6/12 (50%)
Sida influences your company to place investments in a sustainable way to benefit people living in poverty	1 (17%)	1 (17%)	2 (33%)	1 (17%)	1 (17%)	6/12 (50%)
Sida positively influences your company's attitude towards public private partnerships	2 (33%)	2 (33%)	1 (17%)	0 (0%)	1 (17%)	6/12 (50%)
Sida is a relevant partner for the Swedish business industry and the collaboration works well	2 (33%)	2 (33%)	2 (33%)	0 (0%)	0 (0%)	6/12 (50%)
Swedish Leadership for Sustainable Development is likely to achieve its mission by the end of May 2014	0 (0%)	4 (67%)	2 (33%)	0 (0%)	0 (0%)	6/12 (50%)

**Table 6. Sida as a relevant partner for the Swedish business industry**

## EKONOMI

# Svenskt samarbete visar vägen för det nya biståndet



Sidas huvudkvarter i Stockholm

**Ett år har gått sedan det svenska initiativet mellan Sida och näringslivet startades och det är dags för utvärdering av samarbetet. En ny studie visar att vägen till det nya biståndet påbörjats genom samarbetet.**

Runt ett år har gått sedan Sida påbörjade sitt samarbete med näringslivet, där startskottet var den gemensamma deklARATION som antogs av Vd:arna i 20 av Sveriges ledande företag. Ambitionen var att se hur de gemensamt kan medverka till hållbar utveckling och minskad fattigdom, genom fyra centrala principer. Fokus var på att skapa bättre arbetsförhållanden, reducera miljöpåverkan, bekämpa korruption och få in hållbarhet i verksamheter och affärsmodeller.

För att undersöka resultaten från samarbetet det gånga året har en ny studie gjorts vid Lunds universitet. Studien genomfördes med fokus på Sidas perspektiv, men även företagens åsikter har inkluderats. Resultatet visar att samarbetet är en del i det nya biståndet.

”Man har alltid sagt att näringslivet är de elaka, det är de som skitar ner, det är de som behandlar arbetare illa, det är de som fuskar med skatten, det är de som betalar mutorna, och det stämmer allt det där i och för sig, men det stämmer ju också att de är de som betalar den lilla skatt som kommer in, det är de som anställer folk, det är de som behandlar folk bra också, och ser till att det blir någon typ av tillväxt.”

Person inom projektledningen

Ett år är väldigt kort tid för att kunna få fram konkreta resultat, framhävs av både Sida och företagen. Samarbetet fick en trög start över sommaren och hösten, där båda parterna kände på varandra men kom igång ordentligt i början av 2014. Under våren har en rad ”good practices” delats inom nätverket för bland annat anständiga arbetsvillkor och resurspåverkan. Alla företag ställer sig även bakom en målformulering gällande korruption. Förhoppningen är att målformuleringen ska erkännas i FN som en global standard i de nya utvecklingsmålen.

**Utvärdering av samarbetet** sker den 28 maj och beslut ska tas om samarbetet ska fortsätta och i vilken form. Sida, som varit facilitator under testperioden, menar att det är viktigt att samarbeta med näringslivet då det är den nya riktningen för biståndet.

**TEXT: ANNA KADAR**

Anna.Kadar.7@gmail.com



**TEXT: MALIN TAGGU**

Malin.Taggu@gmail.com



## FAKTA

### Medverkande företag

Axel Johnson AB, Boliden AB, Elekta AB, Ericsson AB, Företagarna AB, GoodCause, H&M Hennes & Mauritz AB, IngKa Holding BV/The IKEA Group, Indiska Magasinet AB, Investor AB, Novamedia Svenska PostkodLotteriet AB, Ratos AB, Scania AB, SPP Liv Fondförsäkring AB, Swedfund AB, Systembolaget AB, Tetra Laval Group, The World We Want Foundation, Unilever och Volvo Group

### De fyra centrala principerna

- Integrera hållbar utveckling i verksamhet och affärsmodeller.
- Systematiskt minska miljöpåverkan och vara effektivare när det handlar om resursanvändning.
- Skapa jobb med anständiga villkor och utvecklingsmöjligheter, både för den egna arbetskraften och i leverantörsledet.
- Bekämpa korruption och oetiska affärsmetoder i de länder företagen verkar i.