

# Putting the pieces together: combining contractual and relational governance for successful public-private partnerships

Rianne Warsen

## Propositions

1. Although contractual and relational governance are often presented as opposites, in practice the governance of PPPs is of a hybrid nature (this dissertation).
2. While trust is often argued to be pivotal, PPPs can also be successful without high levels of trust (this dissertation).
3. Politicians have no place in the governance of a public-private partnership project (this dissertation).
4. Where you sit is where you stand, but it also matters how long you sit. Experienced professionals allow for greater autonomy for private actors in the governance of PPPs (this dissertation).
5. Relational quality deserves more scholarly attention because of its mediating effect between governance and performance in networks and public-private partnerships (this dissertation).
6. Q-methodology is a useful instrument for public professionals to understand the dominant perceptions of their partners in any collaboration.
7. Research into PPPs should step up its methodological game. As this dissertation shows, using different methods to study the same topic improves the quality of our knowledge.
8. Building high-quality relationships in PPP-projects is not only a task of professionals working in these projects. It is a task of their entire organization.
9. A good contract does not make public-private partnerships perform better; a bad contract however might make it perform worse.
10. When forced to work in isolation, one really understands the importance of face-to-face dialogue, physical encounters, and coffee breaks with colleagues for the performance of an academic.
11. Collaboration beats competition any day of the week.