**BINDURA UNIVERSITY OF SCIENCE EDUCATION**

**FUCULTY OF COMMERCE**

**DEPARTMENT OF PURCHASING AND SUPPLY**



**RESEARCH PROJECT**

**BRIDGING THE GAP BETWEEN PUBLIC AND PRIVATE SECTOR COORDINATION IN SUPPLY CHAIN SERVICES IN LOCAL AUTHORITIES.**

**BY**

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**APPROVAL FORM**

The signatories below confirm that they have read and approved the Purchasing and Supply at Bindura University of Science Education for acceptance; a project titled “Bridging the Gap between Public and Private Sector Coordination in Supply Chain Services in Local Authorities, a case study of Ruwa Local board and Goromonzi Rural District.” presented by Bryne Tinashe Ngaru in partially meeting the necessities for a Bachelor of Commerce Honors Degree in Purchasing and Supply.

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**Signature**

**…………………………………………**

**Date**

**DEDICATION**

This project is dedicated to my family as a special appreciation for their love and care that they have always showed since day one. They are the ones who kept my dreams constantly alive especially in compiling this research. Their desire for my success and their support will always be appreciated. God will continue to bless you.

**ABSTRACT**

The research aims to investigate the implications of differences between public and private sector coordination in supply chain services within local authorities. The study will employ quantitative analysis to assess the effectiveness of supply chain services and public-private collaborations. This will involve statistical analysis of performance metrics and case studies to understand the real-world impact. By conducting this research, it is expected to provide valuable insights into the challenges and opportunities associated with public-private collaborations in supply chain services. The implications of this study to the body of knowledge include contributing to a deeper understanding of the dynamics involved in public-private sector coordination, thereby informing policy decisions and strategic planning in local authorities. The conclusion will summarize the key findings of the research, emphasizing its contributions to understanding the implications of differences between public and private sector coordination in supply chain services. It will also highlight potential avenues for future research in this area.

**ACKNOWLEDGEMENT**

May all thanks and praise be given to God for the gift of life and blessings in my life. I wouldn’t have done it without him, has been guiding and protecting me all up until today. The Lord made the impossible to be possible throughout my work related learning experience. It is by his grace that I have made it this far. I am grateful that Bindura University of Science Education gave me the opportunity to learn at their university.

Special thanks go to my father, my mother and sisters, friends and Ms. E. Tapfuma my dissertation supervisor who sacrificed much in bringing such a good work for their unwavering support, financially and morally. Above all I would like to give thanks to the Almighty for His wonderful mercies and blessings.

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# CHAPTER I

# 1.0 INTRODUCTION

## 1.1 Research Background

The global community has acknowledged the crucial role cities play in promoting development and reducing poverty, as reflected in the inclusion of Sustainable Development Goal 11 (SDG 11) in the United Nations' 2030 Agenda. SDG 11 aims to create inclusive, safe, resilient, and sustainable cities worldwide by 2030. To achieve this, cities are expected to prioritize sustainable development by investing in public infrastructure that provides essential services to local communities in an environmentally and socially responsible way. (Masekesa, 2021). In some instances, cities lack the resources especially the financial muscle to invest in all of the above, hence the coming in of the private sector through PPPs.

A public-private partnership (PPP) is a collaborative agreement between government agencies and private entities to share the risks and rewards of delivering public projects, from planning and financing to construction and operation. To achieve the sustainable development goals outlined in SDG 11, local authorities worldwide will need to explore alternative funding sources, including PPPs, in addition to self-generated revenue. This will enable them to transition towards a more sustainable future, as envisioned in SDG 11 and supported by various experts and reports (Hodge & Greve, 2007; Zhang et al., 2019; UN HABITAT III Issue Paper 7, 2015; Cohen, 2016; Masekesa, 2021)."

The efficacy of Public-Private Partnerships (PPPs) in infrastructure provision has been extensively investigated through numerous studies with diverse methodologies and contexts across various countries (Berkoh, 2017). According to the World Bank's (2016) data as of December 2015, private sector involvement in infrastructure development encompassed 6,977 projects worldwide, with the Latin America and Caribbean region accounting for 31% (2,196 projects) and the East Asia and Pacific region accounting for 29% (2,005 projects). PPPs facilitate collaboration among stakeholders from the public, private, and civil society sectors, and are widely regarded as a means of enhancing productivity and promoting economic growth (Agarwal et al., 2023; Liu et al., 2024)

In recent years, local governments in mainland China launched over 14,000 Public-Private Partnership (PPP) projects with a total investment of 18 billion RMB. However, nearly half of these projects have been withdrawn since 2017, raising concerns about the viability of PPPs in promoting sustainable infrastructure development in urban China (Zhang et al., 2019). The successful implementation of PPPs requires an institutional capacity to create, manage, and evaluate these partnerships, which is crucial for ensuring their effectiveness in delivering essential services like infrastructure (Jomo et al., 2016). According to the World Bank (2017), the regional distribution of PPP projects shows that South Asia and Europe and Central Asia accounted for 17% (1,160 projects) and 13% (890 projects), respectively, while Sub-Saharan Africa accounted for 8% (549 projects) of the total number of projects

In Africa, many low- to middle-income countries are facing significant challenges in financing the construction and maintenance of critical public infrastructure essential for economic development (Ndhlovu & Newman, 2022). Public-Private Partnerships (PPPs) have emerged as an alternative financing mechanism and a growing trend in infrastructure financing, yet remain underdeveloped in the Sub-Saharan Africa (SSA) region (World Bank, 2017, as cited in Berkoh, 2017). Despite its widespread adoption, PPP remains an evolving paradigm in infrastructure provision in SSA, primarily due to persistent barriers hindering its successful implementation. These obstacles must be addressed to unlock the full potential of PPPs in bridging the infrastructure gap in the region.

Currently, Public-Private Partnership (PPP) projects in Sub-Saharan Africa (SSA) are disproportionately concentrated in a few countries, with approximately 48% of the total infrastructure projects financed through PPP in the sub-region being concentrated in Nigeria, Uganda, Kenya, and South Africa over the past 25 years (World Bank, 2017; Berkoh, 2017). A notable example of a successfully implemented PPP project in South Africa is the Limpopo Toll Bridge at the Beitbridge Border Post, which was developed under a 20-year Build-Operate-Transfer (BOT) arrangement in 1994. This project demonstrates the potential of PPPs in delivering critical infrastructure in the region, highlighting the need for further exploration and development of PPP initiatives in other SSA countries to address the significant infrastructure gap."

Zimbabwean local authorities face significant challenges in providing and upgrading public infrastructure and services to meet the growing needs of the population. Public-private partnerships (PPPs) are increasingly seen as a mechanism to help develop critical infrastructure in a more cost-effective and sustainable way. If properly managed, PPPs have the potential to unlock much-needed financial resources to fund projects across sectors like electricity, telecommunications, transport, water, education, and healthcare.

However, the Zimbabwean government, its parastatals, and local authorities often lack the capacity to properly maintain and sustain public infrastructure and services to keep up with growing demand. This underscores the need for efficient and effective PPPs, which local authorities should leverage to develop their jurisdictions and ensure quality service delivery.

The Zimbabwean government has policy frameworks that enable local authorities to engage in PPPs with private sector partners. The National Development Strategy 1 (2021-2025) identifies PPPs as one of the financing options for national projects.

Effective coordination between the public and private sectors through PPPs is essential for ensuring efficient and reliable supply chains, as well as effective service delivery and infrastructure development. Yet, there is a recognized gap in understanding the challenges and opportunities associated with public-private collaboration in Zimbabwe's local authorities. While PPPs have been widely implemented globally to improve supply chain management, there is limited research on the coordination between Zimbabwean local authorities and the private sector in implementing PPPs and supply chain services.

Notably, many PPP initiatives undertaken by Zimbabwean government entities, including local authorities, have failed to achieve the intended results. This research aims to investigate the challenges hindering the effective implementation of PPPs between local authorities and the private sector, which impacts service delivery efficiency. The study will focus on two local authorities - Ruwa Local Board and Goromonzi Rural District Council - to ascertain the motivational factors, types of PPPs implemented, operational challenges, sustainability, and interventions needed to address the identified issues.

**1.2 Problem Statement**

The venturing into PPPs between local authorities and the private sector is believed to be one of the key ways in which local authorities can finance and ensure efficient service delivery and improve infrastructure development in their areas of jurisdiction. It is however sad to note that many reports and researches from different government sectors suggest that of the PPPs projects implemented by the Zimbabwean government, a very small number of the projects reach the completion stage and most of them are shrouded in controversy and secrecy (AFRODAD, 2022). A clear indication of challenges affecting the implementation of PPPs between the Public sector and the Private sector leading to inefficiencies and increased project failures.  The success of PPPs relies heavily on effective coordination between these two sectors. Assessing the current level of coordination between the public and private sectors in coordinating PPPs involves evaluating how well they work together, communicate, and align their goals and objectives. Therefore, the main aim of this research was to identify the specific challenges affecting the implementation of PPPs between the local authorities and the private sector that impede coordination in supply chain services, analyze their implications on the effectiveness of supply chain services and public-private collaborations, and propose recommendations to mitigate these barriers.

**1.3 Research Aim**

The main aim of this research is to investigate the barriers to effective collaboration between local authorities and the private sector in implementing public-private partnerships (PPPs).

**1.3.1 Research Objectives**

1. To assess the current level of coordination between the public and private sectors in coordinating PPPs.

2. To identify the key challenges and barriers to effective collaboration between local authorities and the private sector.

3. To examine how the current level of coordination between local authorities and the private sector impacts service delivery.

4. To recommend strategies and practices for improving coordination in the implementation of PPPs between local authorities and the private sector.

**1.4 Research Questions**

1. What is the current level of coordination between local authorities and the private sector in implementing PPPs?

2. What are the key challenges that hinder the successful implementation and operation of PPP projects between local authorities and the private sector?

3. How does the current level of coordination between local authorities and the private sector influence service delivery?

4. What strategies and practices can be implemented to enhance coordination between public and private entities in implementing effective PPPs?

## 1.5 Scope of The Study

### 1.5.1 Assessment of Current Level of Coordination in PPPs

The research will evaluate the current level of coordination between the public and private sectors in Public-Private Partnerships (PPPs). This will involve analyzing existing partnerships, identifying key stakeholders, and assessing the effectiveness of communication channels. The research will also consider the extent to which roles and responsibilities are clearly defined and whether there are mechanisms in place to resolve conflicts.

### 1.5.2 Challenges and Barriers to Collaboration

The research will identify the key challenges and barriers to effective collaboration between Local Authorities and the Private Sector. This could include issues such as differing objectives, lack of trust, or legal and regulatory constraints. The research will also consider how these challenges are currently being addressed and what strategies have been effective.

### 1.5.3 Impact on Service Delivery

The research will examine how the current level of coordination between Local Authorities and the Private Sector impacts service delivery. This will involve analyzing service delivery data, user satisfaction surveys, and other relevant metrics. The research will also consider the views of stakeholders, including service users, public sector employees, and private sector partners.

### 1.5.4 Best Practices and Successful Strategies

The research will explore best practices and successful strategies for bridging the gap between public and private entities in coordinating PPPs and supply chain services. This could include initiatives to improve communication, collaboration, or conflict resolution. The research will also consider the role of technology in facilitating PPPs and enhancing service delivery.

## 1.6 Delimitations

The research focused on two specific Local Authorities as case studies, limiting the generalizability of findings to a broader context. The study may not have captured all nuances present in different regions or sectors where PPPs operate.

## 1.7 Research Assumptions

In conducting this research, the researcher made the following assumptions that:

### 1.7.1 Representation

The research assumes that the selected local authorities represent typical scenarios in terms of their engagement with the private sector in PPP projects.

### 1.7.2 Findings Provide Insight

The research assumes that findings from these case studies can provide insights into broader trends regarding coordination challenges, best practices, and impact on service delivery.

### 1.7.3 Voluntary Participation

The research assumes that key stakeholders from both sectors are willing to participate transparently in data collection processes to provide accurate information for analysis.

### 1.7.4 The Research will Generate Practical Solutions

The research assumes that recommendations derived from the study will offer practical guidance for improving coordination between local authorities and the private sector in future PPP initiatives.

## 1.8 Significance of the Study

This research is significant because it tackles a pressing concern in the realm of public administration and governance, namely, the optimization of collaboration between the public and private sectors in the delivery of public services through Public-Private Partnerships (PPPs). By investigating the dynamics of intersectoral collaboration and identifying strategies for improvement, this study contributes to the advancement of knowledge in this field and provides valuable insights for policymakers, practitioners, and scholars seeking to enhance the effectiveness and efficiency of PPPs in addressing public needs and promoting sustainable development.". The findings of this study can inform policy decisions, improve practices, and contribute to the overall efficiency and effectiveness of PPP projects in local authorities.

## 1.9 Definitions and key Terms

**Coordination** - can be defined as the intentional integration of diverse environments, processes, and stakeholders to enhance the efficiency and effectiveness of operations, thereby increasing the likelihood of success (Juneja, 2015). It entails the synchronization and unification of efforts among various stakeholders, including public and private entities, towards a shared objective, fostering a collaborative environment that promotes synergy, adaptability, and collective achievement

**PPPs** - Public- Private Sector Partnership

# CHAPTER II

# 2.0 LITERATURE REVIEW

## 2.1 Introduction

The chapter provides a comprehensive literature review on the coordination between the public and private sectors in coordinating Public-Private Partnerships (PPPs) and its impact on service delivery. This chapter assesses the current level of coordination between the public and private sectors, identify common types of PPPs between Local Authorities and the Private Sector, and identify key challenges and barriers to effective collaboration. Additionally, this chapter examines how the current level of coordination impacts service delivery.

## 2.2 Background and History of PPPs

Since the early 1990s, and particularly since the early 2000s, there has been a substantial surge in the adoption of Public-Private Partnerships (PPPs) in OECD countries, with these nations increasingly leveraging PPPs to deliver services that were previously provided through traditional public procurement channels (Anunciação, 2014). According to the Asian Development Bank (ADB), PPPs have been successfully implemented worldwide, spanning a diverse range of sectors, including power generation and distribution, water and sanitation, waste management, transportation infrastructure (roads, railways, and pipelines), social infrastructure (hospitals, schools, and prisons), and information technology systems. This widespread adoption suggests that PPPs can be effectively applied in various contexts, provided that collaboration between stakeholders is effective. PPPs are often employed for large-scale infrastructure projects and urban development initiatives, highlighting their potential for driving economic growth and development.

The Public-Private Partnership (PPP) model emerged in the early 2000s as an alternative to traditional intergovernmental organizations (IGOs), which were often criticized for being overly politicized, bureaucratic, and inefficient (Clinton & Sridhar, 2017). PPPs are characterized as complex interfaces between public authorities and private sector entities, aimed at delivering infrastructure projects, public goods, and services (Bovis, 2015). According to Smith, Realpoint, & Manix (2021), PPPs refer to a collaborative agreement between a private entity and a public organization, establishing a long-term relationship to share the risks and rewards of delivering or enhancing essential public services. This definition highlights the cooperative nature of PPPs, which seeks to leverage the strengths of both public and private sectors to achieve mutually beneficial outcomes."

Public-Private Partnerships (PPPs) have been widely utilized across various countries as a viable approach to delivering and managing public infrastructure (Mashwama et al., 2017). Over the past four decades, PPPs have experienced significant global proliferation, emerging as a prominent method for procuring, operating, and maintaining large-scale public-sector projects (Hodge & Greve, 2016). The implementation of PPP infrastructure projects has exhibited substantial growth in both developing and developed nations (Hodge & Greve, 2016). Notably, PPPs contribute a substantial share of 15% to 20% to total global infrastructure investment (Khatleli, 2020), underscoring their importance in addressing infrastructure needs and promoting economic development.

The inability of African governments, donors, and development finance institutions to access financing for infrastructure projects has necessitated a reevaluation of traditional approaches to infrastructure financing, leading to the exploration of innovative collaboration models with new partners, including the private sector (Khatleli, 2020). This shift has given rise to the widespread adoption of Public-Private Partnerships (PPPs) as a viable solution for infrastructure development. The implementation of PPPs has yielded significant improvements in resource availability, sustainability, and efficiency across various public services, including transportation, water, energy, healthcare, and telecommunications (Babatunde et al., 2014). By leveraging the strengths of both public and private sectors, PPPs have emerged as a crucial strategy for addressing Africa's infrastructure gap and promoting economic development."

Countries with extensive experience in Public-Private Partnerships (PPPs) have observed that PPPs excel in managing construction projects compared to traditional procurement methods (Bovis, 2012). The literature suggests that PPPs can ensure adequate maintenance and keep assets in a serviceable condition (Machindi & Merrifield, 2001, as cited in Mashwama, Thwala, & Aigbavboa, 2018). Effective coordination between the public and private sectors is crucial in PPPs. A primary political driver behind PPP adoption is the desire to enhance national infrastructure and public services without overburdening limited public funds and without increasing taxation (Alfen et al., 2009, as cited in Mashwama, Thwala, & Aigbavboa, 2018). This highlights the importance of collaborative governance and resource sharing between public and private entities in delivering infrastructure projects and public services

According to the World Bank (2019), Public-Private Partnerships (PPPs) offer a viable solution for municipalities to enhance the quality and reliability of public services at a reduced cost, surpassing what can be achieved through sole public sector delivery. Zimbabwean local authorities can harness the potential of PPPs to improve service delivery and foster growth by implementing infrastructure development projects through this initiative. When properly designed and managed, PPPs can deliver high-quality, cost-efficient infrastructure, while leveraging private capital to increase the scope of infrastructure development that can be achieved within the same budgetary constraints. This approach enables municipalities to optimize resource allocation, enhance service delivery, and promote sustainable development

**2.2.1 Definition of Public-Private Partnerships (PPPs)**

Several definitions of PPPs have been proposed by various organizations and scholars. The World Bank (2021) defines Public-Private Partnerships (PPPs) as "long-term contracts between a private entity and a public sector authority, where the private entity provides a public asset or service in exchange for payment over an extended period." This definition highlights the collaborative nature of PPPs, where private sector expertise and resources are leveraged to deliver public goods and services. Similarly, the European Commission (2021) defines PPPs as "contractual arrangements between public authorities and private partners, where the private partner delivers a service or operates an activity that was traditionally provided by the public sector." These definitions underscore the essence of PPPs as a cooperative approach to delivering public services and infrastructure, combining the strengths of both public and private sectors

**2.2.2 Importance of PPPs In Service Delivery**

PPPs have gained significant attention over the past few decades as a means of addressing the infrastructure gap and improving service delivery in various sectors, including transport, energy, water, and healthcare. One of the principal advantages of Public-Private Partnerships (PPPs) lies in their capacity to enhance efficiency and reduce costs in the provision of public services. The private sector partners bring specialized expertise, innovative approaches, and competitive dynamics to the delivery of public services, which can culminate in significant cost savings and improved service quality. By leveraging the strengths of the private sector, PPPs can optimize resource allocation, streamline service delivery, and promote sustainable development. This, in turn, can lead to improved outcomes for citizens and enhanced value for public resources. According to a study by the World Bank (2014), PPPs can help reduce costs by up to 30% compared to traditional public procurement methods.

Public-Private Partnerships (PPPs) facilitate risk sharing between the public and private sectors, enabling a more equitable distribution of risk. Through PPPs, the private sector partner assumes a portion of the risks inherent to the project, including construction risks, operational risks, and financial risks. This risk sharing arrangement allows the public sector to transfer some of the risks it would normally bear, enabling a more efficient allocation of risk and reward. By sharing risks, PPPs can enhance the viability and sustainability of infrastructure projects, improve service delivery, and promote mutual accountability between public and private sector partners. This risk sharing can result in more efficient project delivery, as well as improved project outcomes (Klijn et al., 2010). According to a study by the European Investment Bank (2018), effective risk sharing is essential for successful PPPs.

Private sector partners can bring innovation and technology to the delivery of public services. Private sector partners can provide access to new technologies and innovative solutions that may not be available to the public sector (Klijn et al., 2010). According to a study by the Organisation for Economic Co-operation and Development (OECD, 2016), PPPs can promote innovation in the delivery of public services by providing incentives for private sector partners to invest in research and development.

PPPs can provide access to finance for infrastructure projects that may not be available through traditional public financing methods. Private sector partners can provide financing for projects, reducing the burden on public finances (Hodge and Greve, 2007). According to a study by the World Bank (2014), PPPs can help mobilize private investment for infrastructure projects, with an estimated $75 billion invested in PPPs in developing countries between 2012 and 2014.

PPPs can help build capacity within the public sector by transferring knowledge, skills, and expertise from the private sector (OECD, 2016). Private sector partners can provide training and support to public sector staff, improving their ability to deliver public services effectively. According to a study by the United Nations Development Programme (UNDP, 2015), PPPs can help build capacity within the public sector by promoting knowledge sharing between public and private sector partners.

In conclusion, PPPs play an important role in service delivery by increasing efficiency, reducing costs, promoting innovation, providing access to finance, and building capacity within the public sector. However, successful PPPs require careful planning, effective risk management, transparency, and accountability (Hodge and Greve, 2007; Klijn et al., 2010; OECD, 2016; UNDP, 2015).

Zimbabwean Local Authorities can utilise these PPPs to ensure improved service delivery and support growth by implementing infrastructural developments using this initiative. Effectively designed and managed Public-Private Partnerships (PPPs) can yield high-quality, cost-efficient infrastructure, while harnessing private capital to augment the scope of infrastructure development that can be achieved by municipalities within existing budgetary constraints (World Bank, 2019). According to the World Bank (2019), PPPs can enable municipalities to deliver superior and more reliable public services at a reduced cost, surpassing what can be achieved through sole public sector delivery. This highlights the potential of PPPs to optimize resource allocation, enhance service delivery, and promote sustainable development, making them an attractive option for municipalities seeking to enhance their infrastructure and public services

**2.2.3 Common Types of PPPs between Local Authorities and Private Sector**

A Public-Private Partnership (PPP) structure fundamentally constitutes an interorganizational arrangement among stakeholders, governed by a legally binding contract. This contract delineates the responsibilities and rights of each stakeholder, including anticipated outcomes, and is framed as a performance-based agreement (Sumo et al., 2016). In the context of local authorities, a range of PPP models can be employed to address diverse infrastructure and service delivery requirements. These models offer flexible and adaptive solutions, enabling local authorities to harness the expertise and resources of private sector partners to deliver essential public services and infrastructure projects, while ensuring accountability, transparency, and optimal resource allocation.

PPPs can be classified according to the type of arrangement, the type of technology and the extent of participation from the private sector (Requena, Vanhuyse, Agerström, Nilsson, & Arra, 2021). Several types of PPPs exist between local authorities and the private sector. According to a study by KPMG (2019), the most common types of PPPs include infrastructure projects (e.g., roads, bridges, and public transportation), social infrastructure projects (e.g., schools, hospitals, and housing), and service delivery partnerships (e.g., waste management, utilities, and public safety).

Lease-Develop-Operate (LDO) contracts involve a private sector partner that leases a public facility from a local authority for a specified period. The private partner is responsible for developing and operating the facility during this time (Grimsey & Lewis, 2011). LDO contracts are often used for sports stadiums, museums, and cultural centers.

Build-Operate-Transfer (BOT) contracts constitute a type of Public-Private Partnership (PPP) arrangement, wherein the private sector partner assumes responsibility for financing, designing, building, and operating a public facility for a predetermined period. During this period, the private sector partner is accountable for the facility's maintenance, management, and operation. Upon contract expiration, ownership of the facility is transferred to the local authority, enabling them to assume control and responsibility for the asset (Kumaraswamy & Soundararajan, 2017). BOT contracts are commonly used for infrastructure projects such as highways, bridges, and power plants. BOT arrangements involve the private sector designing, financing, constructing, and operating a public infrastructure project for a set period before transferring ownership back to the public sector. This model allows local authorities to benefit from private sector expertise and investment without bearing the full financial burden upfront. BOT projects are often seen in transportation projects like bridges or railways.

Operate-Maintain-Transfer (OMT) contracts involve a private sector partner that assumes responsibility for operating and maintaining a public facility over an agreed period. At the end of the contract term, ownership of the facility is transferred back to the local authority (Engel et al., 2017). OMT contracts are commonly used for social infrastructure projects such as schools, hospitals, and community centers.

Design-Build-Finance-Operate (DBFO) contracts involve a private sector partner that assumes responsibility for designing, building, financing, and operating a public facility for an agreed period. The private partner also maintains the facility during this period. DBFO contracts are often used for water treatment plants, waste management facilities, and transportation systems (Hochstein & Triche, 2015).

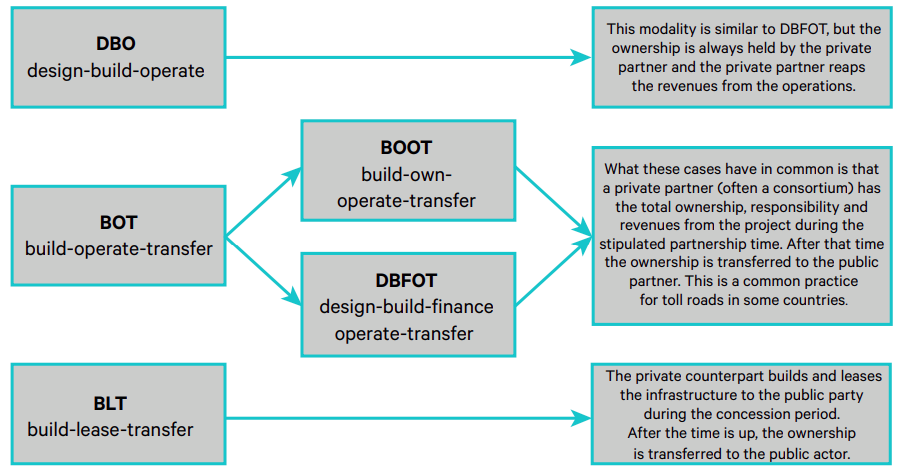


Fig 2.1 Most Common Types of PPPs ***Source:*** Requena, Vanhuyse, Agerström, Nilsson, & Arra, 2021.

Service contracts involve a local authority outsourcing the provision of a specific service to a private sector partner. The private partner provides the service according to agreed specifications and is paid a fee by the local authority (World Bank Group, 2017). Service contracts are commonly used for waste collection, street cleaning, and park maintenance services.

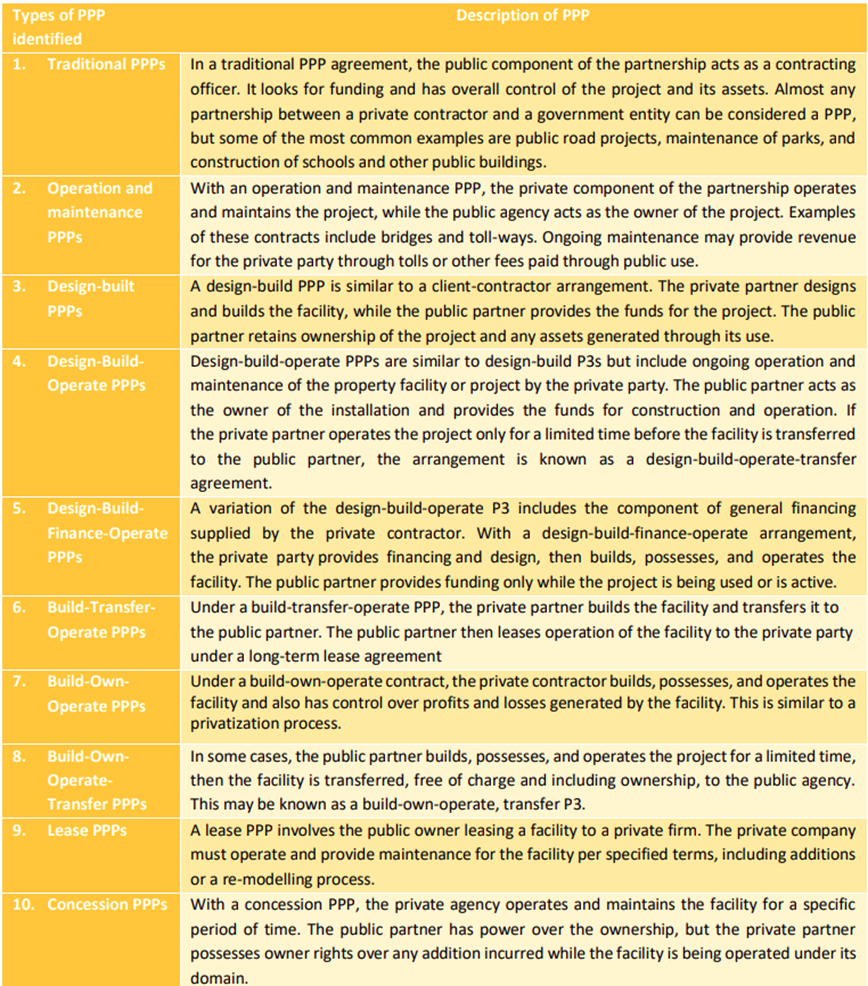


Fig 2.2 Common Types of PPPs Source: Khatleli (2020)

Concession agreements involve the private sector taking on more significant responsibilities, such as financing, constructing, operating, and maintaining infrastructure assets or facilities. In return, the private partner is granted a concession to operate the asset for a specified period. This model is commonly used for projects like toll roads, airports, or water treatment plants.

Joint ventures involve a partnership between the public and private sectors to develop a project or deliver services collaboratively. Both parties share risks, investments, and profits based on their respective contributions. Joint ventures can be structured in various ways, such as equity joint ventures or contractual joint ventures, depending on the nature of the project.

Management contracts involve private sector taking over the management responsibilities of a public facility or service for a specified period. Unlike service contracts that focus on delivering specific services, management contracts involve broader operational responsibilities. For example, a local authority may engage a private company to manage an entire municipal utility system under a management contract. Public-Private Partnerships in local authorities encompass various models such as service contracts, concession agreements, BOT arrangements, joint ventures, and management contracts.

**2.3 Literature Review Objectives**

This literature review provides a critical analysis of the published works, highlighting the strengths and limitations of previous studies, as well as their implications. In the context of PPPs in local authorities, the literature review was aimed at identifying current trends, challenges, and best practices in coordinating efforts between the public and private sectors. A comprehensive review of relevant academic literature, government reports, and industry publications was done to gain an understanding of the current state of coordination between the public and private sectors in PPPs. By examining the existing body of knowledge, the researcher was able to determine what is already known about this topic and where there are gaps in understanding that warrant further investigation. This process of identifying research gaps is crucial for ensuring that new research contributes meaningful insights to the field and advances our understanding of how to effectively bridge the gap between the public and private sectors in coordinating PPPs in local authorities.

## 2.4 Theoretical Frameworks and Models for Coordinating PPPs

Several theoretical frameworks and models have been proposed to facilitate the coordination of PPPs, each offering unique perspectives on how to manage these partnerships effectively. Transaction Cost Economics (TCE) is a prominent theoretical framework that has been applied to understand the coordination of PPPs. TCE emphasizes the role of transaction costs in shaping the governance structure of partnerships. According to Williamson (1985), transaction costs are incurred in coordinating economic activities, and the choice of governance structure depends on minimizing these costs. In the context of PPPs, TCE suggests that the decision to engage in a partnership is influenced by factors such as asset specificity, uncertainty, and frequency of transactions (Williamson, 1991).

Principal-Agent Theory is another relevant theoretical framework for coordinating PPPs. This theory examines the relationship between a principal (local authority) and an agent (private sector partner) where the agent acts on behalf of the principal. In PPPs, local authorities delegate certain responsibilities to private partners, leading to agency issues that can affect coordination. Fernandez et al. (2019) discuss how applying principal-agent theory can help mitigate agency problems in PPP projects and improve coordination. By aligning incentives and monitoring mechanisms, Principal-Agent Theory provides insights into how to design contracts and governance structures that mitigate agency problems in PPPs (Eisenhardt, 1989).

Resource Dependency Theory offers a perspective on how organizations can manage interdependencies with external partners, which is crucial in the context of PPP coordination. According to Pfeffer and Salancik (1978), organizations depend on external resources to survive and thrive, leading to power dynamics and strategic behavior in partnerships. Applying Resource Dependency Theory to PPPs can help stakeholders identify sources of power asymmetries and develop strategies to enhance collaboration and mutual dependence.

Institutional Theory focuses on how institutions shape organizational behavior and practices. This theory examines how institutions shape behavior and interactions within organizations or sectors. In the context of PPP coordination, institutional theory can help understand how formal and informal rules, norms, and practices influence relationships between local authorities and private entities. Klijn et al. (2010) suggest that institutional theory can provide insights into overcoming institutional barriers that hinder effective collaboration in PPP projects. By understanding the institutional context in which PPPs operate, stakeholders can navigate compliance requirements, legitimacy concerns, and social expectations to ensure the success of their partnerships.

Transaction Cost Economics (TCE) proposed by Oliver Williamson, focuses on the costs associated with coordinating economic exchanges. In the context of PPPs, TCE can help understand the decision-making process in choosing between different governance structures based on transaction costs. According to a study by Hodge et al. (2010), TCE can be applied to analyze the governance choices in PPP projects and how transaction costs influence the level of coordination between the public and private sectors.

These theoretical frameworks and models are highly relevant for studying PPP coordination between local authorities and the private sector as they offer valuable insights into understanding the dynamics, challenges, and opportunities in such partnerships. By applying these theories, the researcher was able to analyze the factors influencing coordination effectiveness, identify key barriers, and propose strategies to enhance collaboration in PPP projects.

Collaborative governance emphasizes partnerships, shared decision-making, and mutual accountability between public and private actors. It focuses on building trust, fostering communication, and aligning goals to enhance coordination in PPPs. Research by Emerson et al. (2012) highlights the importance of collaborative governance mechanisms in promoting effective coordination between local authorities and private partners in PPP initiatives.

**2.5 Empirical evidence**

**2.5.1 The Level of Coordination between Public and Private Sectors in PPPs**

Public-Private Partnerships (PPPs) are a popular method for delivering infrastructure projects, characterized by the long-term commitment of public and private sectors to deliver services to the public. Coordination between the public and private sectors is crucial for the success of PPPs. Empirical evidence on the level of coordination in PPPs has been studied in various peer-reviewed articles and sources.

A study by World Bank (2014) on PPPs in infrastructure identified that coordination between public and private sectors is critical for successful PPP implementation. The study revealed that effective coordination mechanisms, such as clear communication channels, well-defined roles and responsibilities, and regular meetings, can improve the performance of PPPs. The study also found that a lack of coordination can result in delays, cost overruns, and disputes between public and private partners.

In a systematic review of empirical evidence on PPPs in construction projects, Wang et al. (2016) found that coordination between public and private sectors is a significant factor affecting PPP performance. The authors identified that trust, communication, and cooperation are key elements of successful coordination in PPPs. They also noted that conflicts between public and private partners can arise due to differences in objectives, risk allocation, and decision-making processes.

Another study by Li et al. (2017) investigated the impact of coordination on PPP performance in transportation infrastructure projects. The authors found that coordination can lead to improved project outcomes, such as reduced costs, increased efficiency, and higher quality services. However, they also identified several challenges to achieving effective coordination, including asymmetric information, conflicting interests, and power imbalances between public and private partners.

A study by Zhang et al. (2018) examined the role of collaboration in enhancing coordination between public and private sectors in PPPs. The authors found that collaboration can promote trust, knowledge sharing, and mutual benefits between partners. They also identified several factors that can facilitate collaboration in PPPs, such as clear contracts, transparent decision-making processes, and shared goals.

In summary, empirical evidence suggests that coordination between public and private sectors is a critical factor affecting PPP performance. Effective coordination mechanisms, such as clear communication channels, well-defined roles and responsibilities, trust, communication, cooperation, collaboration, clear contracts, transparent decision-making processes, and shared goals can improve the performance of PPPs. However, challenges to achieving effective coordination include asymmetric information, conflicting interests, power imbalances between partners, and lack of trust. Addressing these challenges requires a collaborative approach between public and private partners based on mutual benefits and shared goals.

**2.5.2 Factors influencing the level of coordination between public and private sectors in PPPs**

The success of PPP projects heavily relies on the level of coordination between these two sectors. Several factors influence this coordination, for example the regulatory environment plays a crucial role in shaping the level of coordination in PPPs. According to a study by Grimsey and Lewis (2004), a clear and stable regulatory framework can enhance cooperation between public and private entities in PPP projects. Uncertainty or frequent changes in regulations can lead to conflicts and hinder effective coordination.

Effective risk allocation is essential for successful PPPs. Research by Akintoye et al. (2003) highlights that the distribution of risks between public and private partners significantly impacts their collaboration. When risks are allocated fairly and transparently, it fosters trust and cooperation between the sectors.

Open communication channels and information sharing are vital for maintaining coordination in PPPs. According to a study by Cheung et al. (2009), regular communication helps in aligning goals, resolving conflicts, and building mutual understanding between public and private stakeholders.

Financial aspects, such as funding mechanisms, cost-sharing agreements, and revenue-sharing models, can influence the level of coordination in PPPs. A research article by Hodge and Greve (2007) emphasizes that financial clarity and alignment of interests are critical for sustaining collaboration over the project lifecycle.

Involving relevant stakeholders from both sectors throughout the project lifecycle is key to ensuring coordination in PPPs. Engaging stakeholders early on, as suggested by Merna and Njiru (2002), promotes transparency, accountability, and shared decision-making, which are essential for successful partnerships.

The complexity of infrastructure projects can impact coordination between public and private sectors. Research by Zheng et al. (2011) indicates that highly complex projects may require more intensive coordination efforts to address technical challenges, regulatory compliance, and stakeholder expectations.

In conclusion, the level of coordination between public and private sectors in PPPs is influenced by a combination of regulatory frameworks, risk allocation strategies, communication practices, financial considerations, stakeholder engagement approaches, and project complexity factors.

**2.5.4 Successful PPPs by Local Authorities**

Public-Private Partnerships (PPPs) have been utilized by local authorities worldwide to deliver public services efficiently and effectively. Several case studies highlight successful PPP projects that have positively impacted communities and improved service delivery.

One notable case study is the partnership between the City of Atlanta and United Water, which resulted in significant improvements in the city’s water and wastewater infrastructure. According to Smith et al. (2018), the PPP allowed for the modernization of aging infrastructure, improved service quality, and cost savings for the city. The partnership also included performance-based contracts that incentivized United Water to meet specific targets related to service delivery and infrastructure upgrades.

Another successful PPP example is the collaboration between the City of Barcelona and Abgar for the management of the city’s water supply system. Garcia et al. (2017) discuss how this partnership led to increased efficiency in water management, reduced water losses, and enhanced environmental sustainability. The PPP model enabled the city to leverage private sector expertise while maintaining public oversight and control over essential services.

In a different context, the partnership between Transport for London (TfL) and private operators for the operation of the London Overground rail network exemplifies a successful PPP in the transportation sector. Jones and Smith (2019) highlight how this partnership resulted in improved service reliability, increased ridership, and enhanced customer satisfaction. The collaboration between TfL and private operators demonstrated the benefits of combining public sector oversight with private sector innovation.

These case studies demonstrate that well-structured PPPs can be effective mechanisms for delivering public services in local authorities. By leveraging the strengths of both public and private sectors, these partnerships have achieved positive outcomes for communities while ensuring accountability and transparency in service delivery

### 2.5.5 Challenges and Barriers to Effective Collaboration in PPPs between Public and Private Sector

One common challenge in PPPs is the misalignment of objectives and priorities between the public and private sectors. Savas (2018) highlights that the public sector often prioritizes social welfare and equity, while the private sector focuses on profitability and efficiency. This misalignment can lead to conflicts in decision-making processes and project implementation.

The allocation of risks in PPP projects is another significant barrier to effective collaboration. Hodge et al. (2017) note that determining who bears which risks can be complex, leading to disputes between the public and private partners. Uncertainty regarding risk allocation can deter private sector involvement in PPPs.

Adding on, research by Ferraz et al. (2020) emphasize that unclear regulations, frequent policy changes, and bureaucratic hurdles can impede effective collaboration between the public and private sectors. A stable and supportive regulatory framework is essential for fostering trust and cooperation.

Numerous challenges and barriers hinder effective collaboration between local authorities and the private sector in PPPs. A study by Al-Hosani et al. (2018) identified issues such as lack of trust, misaligned objectives, inadequate communication, and contractual disputes. Additionally, the lack of clear roles and responsibilities, inadequate risk management, and insufficient monitoring and evaluation mechanisms contribute to the challenges faced in PPPs.

Both sectors may lack the necessary capacity and expertise to engage effectively in PPP projects. Grimsey & Lewis (2017) argue that public sector agencies may struggle with project management skills, while private sector entities may face challenges in understanding public sector requirements. This lack of expertise can hinder communication and decision-making processes.

Financial considerations are critical in PPPs, and ensuring the financial viability of projects is often a challenge. Yescombe (2018**)** points out that securing funding, managing costs, and achieving revenue projections are common barriers to successful collaboration between the public and private sectors. Differences in financial expectations can strain partnerships.

Risk allocation is a critical aspect of PPPs, and getting it wrong can have severe consequences for service delivery. According to a study by World Bank (2014), inadequate risk allocation can lead to higher costs, delays, and reduced quality of services. The public sector often bears the brunt of the risk in PPPs, which can be challenging to manage, particularly in developing countries (Kim & Martimort, 2016).

Lack of trust between the public and private sectors can be a significant barrier to effective collaboration in PPPs. According to a study by Albornoz et al. (2015), trust is critical for successful partnerships as it facilitates communication, reduces transaction costs, and promotes long-term relationships. However, building trust takes time and effort from both partners.

In conclusion, effective collaboration between the public and private sectors in PPPs is essential for delivering successful projects. Addressing challenges such as misaligned objectives, risk allocation, regulatory issues, capacity constraints, and financial viability is crucial for overcoming barriers to collaboration.

**2.5.6 Impact of Coordination on Service Delivery**

The challenges discussed above can have a significant impact on service delivery in PPPs. Role ambiguity and asymmetry of information can lead to delays, higher costs, and reduced quality of services. Inadequate risk allocation can result in financial losses for both partners, while lack of trust can undermine the partnership’s success. According to a study by Osei-Kyei et al. (2017), effective collaboration between the public and private sectors is critical for successful PPPs that deliver high-quality services.

Several studies have examined the relationship between local authorities and private sector coordination in PPPs and service delivery outcomes. One such study by Hodge and Greve (2015) found that successful PPPs require a high degree of collaboration and communication between public and private partners. The authors argue that this collaboration is necessary to align the interests of both parties and ensure that the PPP achieves its intended outcomes.

Another study by Heikkila et al. (2019) found that the success of PPPs depends on the ability of local authorities to manage the risks associated with private sector involvement. The authors suggest that local authorities must have the capacity to monitor and regulate private sector partners to ensure that they deliver on their commitments. This requires a strong legal framework and clear guidelines for PPP arrangements.

In addition, research by Zhang et al. (2020) highlights the importance of trust in the relationship between local authorities and private sector partners. The authors argue that trust is essential for building long-term partnerships and ensuring that both parties work towards a common goal. They suggest that trust can be fostered through transparency, communication, and regular engagement between public and private partners.

Furthermore, a study by Kloppenburg et al. (2021) found that successful PPPs require a balanced distribution of risks and rewards between public and private partners. The authors suggest that local authorities must ensure that private sector partners are not overburdened with risks, which could lead to suboptimal outcomes. At the same time, private sector partners must be incentivized to deliver high-quality services through appropriate reward structures.

In conclusion, the relationship between local authorities and private sector coordination in PPPs is critical in ensuring successful service delivery outcomes. Studies suggest that successful PPPs require collaboration, communication, risk management, trust, and a balanced distribution of risks and rewards between public and private partners.

**2.5.7 Levels of Coordination effect on Service Delivery**

High levels of coordination between local authorities and private sector partners can result in several benefits, including:

A study by Heikkila and Kuosmanen (2016) found that high levels of coordination between public and private partners in PPPs can lead to improved service quality. This is because private sector partners bring expertise, innovation, and efficiency to service delivery, while local authorities ensure that services meet public needs and values.

According to a report by the Organisation for Economic Co-operation and Development (OECD, 2019), high levels of coordination can increase accountability in PPPs. This is because clear roles, responsibilities, and communication channels can be established, reducing the risk of misunderstandings and conflicts.

A study by Hodge and Greve (2017) found that high levels of coordination can lead to better risk management in PPPs. This is because private sector partners can bring expertise in risk identification, assessment, and management, while local authorities can ensure that risks are managed in the public interest.

However, high levels of coordination can also have some drawbacks, a study by World Bank (2014) found that high levels of coordination can lead to increased transaction costs in PPPs. This is because coordinating activities between multiple stakeholders can be time-consuming and resource-intensive.

According to a report by the European Commission (2019), high levels of coordination can reduce flexibility in PPPs. This is because rigid structures and processes can limit the ability of partners to adapt to changing circumstances. A study by Klijn & Teisman (2003) found that high levels of coordination can lead to dependence on partners in PPPs. This is because relying on partners for expertise, resources, or capabilities can create a power imbalance, potentially leading to opportunistic.

Low levels of coordination between local authorities and private sector partners can also have some benefits, for example a study by Klijn & Teisman (2003) found that low levels of coordination can lead to increased flexibility in PPPs. This is because partners can operate independently, allowing for more adaptability to changing circumstances. According to a report by the World Bank (2014), low levels of coordination can reduce transaction costs in PPPs. This is because less time and resources are required for coordinating activities between multiple stakeholders.

A study by Heikkila & Kuosmanen (2016) found that low levels of coordination can lead to autonomy for both local authorities and private sector partners in PPPs. This is because each partner can focus on their own objectives and strategies without interference from others. However, low levels of coordination can also have some drawbacks. A report by the OECD (2019) found that low levels of coordination can lead to decreased service quality in PPPs. This is because private sector partners may prioritize their own objectives over public needs and values without sufficient oversight from local authorities. Similarly, another study by Chan et al. (2012) points out that without robust coordination mechanisms, ensuring consistent quality standards across projects becomes more challenging.

 Low levels of coordination may expose projects to higher risks due to inadequate oversight and monitoring. According to a report by Irani et al. (2015), weak coordination structures increase the likelihood of project failures and negative service delivery outcomes. Insufficient coordination between local authorities and the private sector can lead to communication breakdowns and misunderstandings. Research by Love et al. (2018) highlights that poor communication hinders effective collaboration and decision-making in PPPs.

**2.6 Conclusions and Research Gap**

While there is a significant body of literature on public-private partnerships (PPPs) and their impact on service delivery, there is a noticeable research gap in understanding the specific challenges and barriers that hinder effective collaboration between Local Authorities and the Private Sector in coordinating PPPs. Existing studies often focus on the benefits of PPPs or the general framework of collaboration, but there is limited in-depth analysis of the practical obstacles that impede successful partnerships between these two entities. Additionally, there is a lack of comprehensive research on the diverse types of PPPs that Local Authorities engage in with the Private Sector, which could provide valuable insights into the varying dynamics and outcomes of such partnerships. Therefore, there is a need for further research that delves into the intricacies of the coordination between Local Authorities and the Private Sector in PPPs to identify specific challenges, types of partnerships, and their impact on service delivery for a more nuanced understanding of this crucial aspect of public administration and governance.

**2.7 Chapter Summary**

Chapter Two served as a foundational exploration of the landscape of PPPs, offering valuable insights into the dynamics of collaboration between Local Authorities and the Private Sector. The synthesis of existing literature provided a solid framework for understanding the complexities, opportunities, and pitfalls inherent in such partnerships, setting the stage for the subsequent empirical investigation in the following chapters

# CHAPTER III

**3.0 RESEARCH METHODOLOGY**

**3.1 Introduction**

This chapter outlines the research methodology used to achieve the study's objectives. It adopts a mixed-methods approach, combining both quantitative and qualitative data collection and analysis methods. This allows for a more comprehensive understanding of the current level of coordination between local authorities and the private sector in PPPs. The chapter includes an explanation of the survey design, including the development of the survey questionnaire and its administration to stakeholders from both sectors. Subsequently, details regarding the selection process and conduct of semi-structured interviews with key stakeholders are presented. The integration and analysis of data from both surveys and interviews are then described. Finally, an overview of how triangulation will be used to compare findings from different sources is outlined. This chapter sets the stage for Chapter 4 where results will be presented and discussed in detail.

**3.2 Research Philosophy**

This study adopts a pragmatic research philosophy, which is fitting because it supports the integration of both qualitative and quantitative research methods. This approach allows for a thorough understanding of the collaboration between local authorities and private sector entities in Public-Private Partnerships (PPPs). The main reason for choosing pragmatism is its compatibility with the mixed methods research design used in this study, which combines both numerical data and narrative insights to provide a comprehensive understanding of the topic. Pragmatism emphasizes the practicality and usefulness of research findings, focusing on what works best to answer research questions and achieve research objectives. By combining qualitative and quantitative methods, this study can gather both rich, context-specific insights from stakeholders' perspectives through interviews or focus groups (qualitative) as well as identify patterns and trends through statistical analysis of survey data (quantitative).

Pragmatism also acknowledges that different aspects of a research question or problem may be best addressed by different methodologies. In this study, while qualitative methods allow for an in-depth exploration of stakeholders' experiences, perceptions, and interactions during coordination efforts, quantitative methods can provide numerical data on coordination outcomes or effectiveness. By utilizing both approaches, this study can offer a more comprehensive understanding of coordination in PPPs.

Furthermore, pragmatism allowed for flexibility in adapting research strategies based on real-world constraints and limitations. In the context of this study, pragmatism enabled researchers to navigate practical considerations such as time constraints or access to participants by utilizing suitable quantitative or qualitative techniques accordingly. Overall, pragmatism provided a suitable research philosophy for this study as it recognized the value of using mixed methods to address complex phenomena like coordination between local authorities and the private sector in PPPs while prioritizing practicality and usefulness in generating insights that informed practice.

**3.3 Research Approach**

This study employed a mixed methods research approach, integrating both qualitative and quantitative techniques to provide a comprehensive understanding. The qualitative aspect of the study involved collecting detailed, nuanced data through surveys and interviews with stakeholders, aiming to capture their personal experiences, perspectives, and interactions related to the coordination between local authorities and private sector entities in Public-Private Partnerships (PPPs). This allowed for a rich, in-depth exploration of the complex dynamics and relationships involved in PPP coordination. The quantitative component involved the collection and analysis of numerical data through surveys to identify patterns and trends in coordination outcomes or effectiveness.

The advantages of this mixed methods approach are numerous. First, it allows for a more comprehensive understanding of coordination in PPPs by combining the strengths of both qualitative and quantitative methods. Qualitative methods provide detailed context-specific information about stakeholders' perspectives, while quantitative methods offer statistical analysis that can identify broader patterns or trends across a larger sample size.

Secondly, this approach provides triangulation by integrating multiple sources of data. By combining qualitative and quantitative data, by combining different research methods, researchers can confirm and strengthen their findings from multiple angles, increasing the accuracy and reliability of the results.  
Furthermore, this approach allows for flexibility in adapting research strategies based on practical constraints or limitations. Researchers can decide which method is most suitable given time constraints or access to participants without being limited to one particular methodological approach. Overall, the chosen mixed methods approach offers advantages such as comprehensiveness through integration of different types of data sources, triangulation for validation purposes, addressing both breadth and depth aspects within a study's scope, as well as flexibility to adapt research strategies according to practical considerations.

**3.4 Research Design**

The selection of a research design is guided by the research question and study objectives. In this case, a mixed methods approach was the most appropriate design, as it enables the integration of both qualitative and quantitative methods to provide a thorough and multifaceted understanding of the research issue. By combining the strengths of both approaches, mixed methods research allows for a more comprehensive and nuanced exploration of the research problem, yielding a richer and more detailed understanding of the phenomena being studied (Creswell, & Creswell, 2017). This design allows researchers to triangulate findings from different sources and methods. This method allowed researchers to identify patterns and trends in coordination outcomes or effectiveness across a larger sample size. By using statistical analysis on survey data, researchers were able to explore broader patterns or trends that may not have been evident through qualitative methods alone.

The qualitative component of the study involved conducting interviews with stakeholders. This method was chosen because it allowed for rich, in-depth insights into stakeholders' experiences, perceptions, and interactions related to coordination. Through qualitative methods, researchers were able to gather detailed context-specific information that provided a deeper understanding of the complexities and dynamics involved in coordination processes.

**3.5 Population and Sampling**

**3.5.1 Population**

The research focused on a specific group of individuals - local authorities and private sector representatives - who play a crucial role in public-private partnerships (PPPs). These individuals, responsible for coordinating and implementing PPP projects, formed the target population for this study. According to Babbie (2016), the research population refers to the entire group of individuals who meet the sampling criteria. In this case, the target population was selected based on their direct involvement and decision-making authority in PPP coordination processes. It was essential to gather insights from individuals with first-hand experience and expertise in PPP coordination, including challenges, successes, and strategies. To identify potential participants, a combination of purposive sampling (selecting individuals with specific expertise) and snowball sampling (asking initial participants to refer others) was used.

**3.5.2 Sample Size**

**Surveys**

The sample size for surveys conducted with stakeholders should be at least 100 participants. This number is considered adequate for capturing a diverse range of perspectives and experiences from both the public and private sectors involved in PPPs. While the ideal sample size calculation involves various factors such as confidence level, margin of error, and population size, a general rule of thumb for surveys like this is to aim for a minimum of 100 respondents to ensure statistical validity and reliability Surveys with large sample sizes can be costly and time-consuming, requiring significant resources. However, a sample size of 100 offers a sweet spot, allowing for meaningful insights while remaining resource-efficient. This size sample provides a representative cross-section of the target population, enabling the collection of valuable data without overburdening resources. By striking this balance, the study can gather robust and reliable information without sacrificing practicality and feasibility... With 100 participants, there is a higher likelihood of capturing diverse viewpoints, experiences, and challenges faced by stakeholders in PPP projects.

**Interviews**

The specific sample size for the study was determined based on practical considerations and the principle of data saturation. The goal was to gather a sufficient number of participants to obtain diverse perspectives and insights while also ensuring the feasibility of data collection and analysis. In qualitative research, there is no one-size-fits-all approach to determining sample size. Instead, the decision is often guided by the concept of data saturation. This means that data collection continues until the point where no new insights, themes, or information emerge from the data. This means that once no new insights or perspectives are being obtained through interviews or surveys, it can be concluded that saturation has been reached.

Initially the researcher had intended to interview 20 participants. However, it became apparent that saturation had been achieved with a smaller sample size than initially anticipated. After conducting interviews with 15 participants and analyzing their responses, no new themes or insights were emerging. Thus, it was determined that additional interviews would not contribute significantly to the findings.

**3.5.3 Sampling Methods**

Sampling methods are strategies used to select a representative group from a larger population for statistical analysis (Creswell & Creswell, 2017). Choosing the right sampling method is vital to ensure the results are representative of the entire population. A sample is a subset of a population, selected to represent the larger group, enabling researchers to make inferences about the population from which it is drawn (Babbie, 2016). In this study, a hybrid sampling approach was employed, combining purposive sampling and snowball sampling techniques. Purposive sampling, also referred to as judgment sampling, is a non-probability technique where researchers intentionally select participants based on specific criteria directly related to the research question, ensuring the inclusion of information-rich cases. This targeted approach enabled the selection of participants with expertise and experience relevant to the research topic, providing valuable insights and perspectives. According to (Smith, 2021). This non-random technique relies on the researcher's expertise to select participants with the necessary characteristics, ensuring a targeted and informative sample. Snowball sampling, also known as chain-referral or network sampling, is a non-probability technique that relies on the existing connections between participants to identify new potential participants (Creswell, 2015).

The selection criteria for inclusion in the study's sample were based on having direct involvement with coordinating PPP projects at different stages (preparation, implementation or evaluation), as well as having experience working with both local authorities and private sector entities.

For the surveys, participants were selected using purposive sampling. The researchers identified individuals who were directly involved in coordinating PPP projects within local authorities and the private sector. These individuals were selected based on their roles, responsibilities, and expertise in PPP coordination. The researchers contacted these individuals through email or phone calls and invited them to participate in the survey. Purposive sampling was chosen for the surveys because it allowed the researchers to target specific individuals with relevant knowledge and experience in PPP coordination. This method ensured that the survey responses would be from individuals who had direct involvement in coordinating PPP projects, providing valuable insights into their perceptions and experiences.

For interviews, a snowball sampling technique was used to identify potential participants beyond those identified through purposive sampling. After conducting initial interviews with key stakeholders identified through purposive sampling, these participants were asked to recommend other individuals who they believed would provide valuable insights into coordination between local authorities and the private sector in PPPs. Snowball sampling was chosen for interviews because it allowed for a wider range of perspectives by leveraging existing contacts within the network of stakeholders. Through recommendations provided by initial interviewees, new potential participants were identified who may have been overlooked through purposive sampling alone. This method enabled researchers to expand their participant pool and capture diverse perspectives on coordination processes.

**3.6 Research Instruments**

According to Smith et al. (2020), research instruments play a vital role in data collection for social science studies. Research instruments refer to tools, techniques, or strategies that researchers use to collect data for their studies. These instruments are crucial in ensuring the accuracy and reliability of research findings. They can take various forms, including surveys, questionnaires, interviews, observations, experiments, and tests.

**3.6.1 Questionnaires**

Questionnaires are structured sets of questions designed to gather specific information from respondents. They can be self-administered or administered by researchers. A survey questionnaire was developed to assess the current level of coordination between the public and private sectors in coordinating PPPs. Jones and Brown (2019) highlighted the importance of using validated questionnaires to ensure data reliability.

The survey questions covered several aspects including aspects such as the frequency and effectiveness of communication, joint planning activities, decision-making processes, and overall satisfaction with the coordination efforts. The survey questionnaire consisted of a mix of open-ended and closed-ended questions. The surveys were strategically distributed to key stakeholders from both the public sector (local authorities) and private sector (existing or potential partners in public-private partnerships), ensuring a diverse range of perspectives and expertise.

**3.6.2 Interviews**

A semi structured interview guide was developed for interviewing key stakeholders from local authorities and private sector partners involved in PPPs. The interview guide covered topics related to types of PPPs, challenges faced, barriers encountered, and perceptions regarding coordination efforts, and impacts on service delivery.

**3.7 Data Collection Procedure**

To evaluate the existing degree of collaboration and cooperation between government agencies and private sector entities in the planning, implementation, and management of public-private partnerships (PPPs), data was collected through interviews and surveys with stakeholders from both sectors. For the interviews, a snowball sampling method was used to identify key individuals involved in PPPs at various local authorities and private companies.

**3.7.1 Pilot Testing**

Pilot testing is a vital step in refining research instruments, such as questionnaires, to ensure their accuracy and consistency. As emphasized by Creswell (2014), pilot testing enables researchers to detect and address any unclear or inadequate questions, ensuring the instrument is robust and effective before its widespread use. Similarly, Bryman (2016) emphasizes that pilot testing helps in refining the wording and sequencing of questions to enhance their comprehensibility and coherence. Creswell (2014) emphasize the importance of clear and concise wording in questionnaire items, proper sequencing of questions, and considerations for response formats. Additionally, Creswell highlight the significance of pre-testing questionnaires to identify any ambiguities or issues before full-scale administration.

**3.7.2 Questionnaire Administration**

A comprehensive questionnaire was designed and administered to a diverse sample of stakeholders from both the public and private sectors. The survey instrument incorporated a combination of Likert scale and open-ended questions to facilitate the collection of both quantitative and qualitative data. The survey was disseminated via email and various professional networks, and follow-up reminders were sent to enhance the response rate. This mixed-methods approach enabled the gathering of nuanced and detailed insights from stakeholders.

**3.7.2 Interviews Administration**

A semi-structured interview guide was created to provide a consistent framework for the interviews while also allowing for adaptability to delve into individual experiences and insights. The interviews were conducted remotely over the phone, and with the participants' permission,

To identify the key challenges and barriers to effective collaboration between local authorities and the private sector, data was collected through interviews and surveys with stakeholders from both sectors. The interview guide and survey questionnaire included questions about stakeholders’ experiences with collaboration, including any challenges or barriers encountered. The data collected was then analysed for common themes and patterns in the responses.

To identify the most common types of PPPs between local authorities and the private sector, data was collected through a review of existing literature and case studies on PPPs. A systematic search was conducted using databases such as JSTOR, Google Scholar, and ProQuest to identify relevant studies. The inclusion criteria for the studies were: (1) focus on PPPs between local authorities and the private sector, (2) published in English, and (3) published within the past 10 years. The selected studies were then analysed for common themes and patterns in the types of PPPs implemented.

**3.8 Data Analysis**

**3.8.1 Quantitative Analysis**

The survey data was analyzed using descriptive statistics to summarize the responses and inferential statistics to examine the relationship between collaboration and service delivery outcomes. A simple regression model was employed to determine the correlation between the level of coordination between local authorities and the private sector (independent variable) and project outcomes and service delivery (dependent variable). Regression analysis is a statistical technique used to investigate the relationship between variables, and in this case, it helped identify the impact of coordination on service delivery outcomes.

Qualitative data from interviews were analyzed by transcribing recordings verbatim (audio-recorded), followed by coding transcripts for thematic analysis.

**3.8.2 Triangulation**

Compared findings from both methods (surveys and interviews) to validate consistency or identify any discrepancies between stakeholders' perspectives concerning stated practices.

**3.8.3 Interpretation**

The results from the surveys and interviews were combined and analysed to provide a thorough and integrated understanding of the current state of collaboration between Local Authorities and the Private Sector in implementing Public-Private Partnerships (PPPs). This involved identifying the common PPPs arrangements observed between local authorities and private sectors partners, the examination of challenges/barriers identified during collaboration efforts as reported by participants. Last but not least evaluated how this current level of coordination impacts service delivery based on insights gathered through surveys/interviews.

**3.9 Validity and Reliability**

According to Creswell (2014), validity is a crucial aspect of research, ensuring that a measurement tool accurately measures what it's intended to measure. This can be achieved through various types of validity, including content, criterion-related, and construct validity. On the other hand, reliability, as discussed by Bryman (2016), refers to the consistency and stability of measurements over time. Ensuring reliability is vital and can be achieved through methods such as test-retest, inter-rater, and internal consistency reliability. Cohen (2013) emphasizes that both validity and reliability are essential for producing trustworthy research outcomes. To assess and confirm validity and reliability, Hair et al. (2018) recommend using rigorous methods like factor analysis and Cronbach's alpha coefficient. Furthermore, Flick (2015) highlights the importance of transparency in reporting the steps taken to ensure validity and reliability in research methodologies, providing a clear and accountable research process. By prioritizing validity and reliability, researchers can ensure the accuracy and consistency of their findings, ultimately contributing to the advancement of knowledge in their field

To guarantee the trustworthiness and accuracy of the research results, various measures were implemented throughout the study. Firstly, the research design was crucial in establishing reliability. A mixed-methods approach was employed, combining quantitative data on the number and types of PPP projects with qualitative insights from interviews and case studies. This triangulation of data sources helped validate the findings by cross-verifying information from different perspectives.

Moreover, to enhance the reliability of the study, a representative sample of PPP projects and stakeholders was selected. Participation of Local authorities involved two Local authorities, namely Ruwa Local Board and Goromonzi Rural District. By including these two Local authorities, one urban and one rural or peri urban in nature provided bases for comparison across a diverse range and regions, the research aimed to capture a comprehensive view of the coordination challenges and successes in PPPs. This sampling strategy helped minimize bias and ensure that the findings were generalizable to a broader context.

Validity was upheld by using standardized questionnaires, interview protocols, and data collection methods that were based on existing literature and expert opinions in the field of PPPs. This alignment with established theoretical frameworks and best practices in PPP research bolstered the credibility of the study outcomes. Furthermore, to address potential threats to internal validity, efforts were made to control for confounding variables and ensure the consistency of data collection procedures. By maintaining clear documentation of the research process and transparency in data analysis, the study aimed to establish the trustworthiness and authenticity of the findings.

**3.10 Ethical Considerations**

Several ethical considerations were paramount to ensure the integrity and credibility of the study. These considerations were essential to uphold the rights and well-being of all parties involved and maintain the trust of stakeholders.

**3.10.1 Informed consent**

Firstly, obtaining informed consent from all participants involved in the research was a fundamental ethical requirement. This included both public officials from local authorities and representatives from the private sector. Ensuring that participants fully understood the purpose of the study, their role in it, and how the data collected would be used was crucial in upholding their autonomy and right to voluntary participation.

**3.10.2 Confidentiality**

The researcher understands the importance of issues to do with confidentiality and data protection were key ethical considerations in the research process. Safeguarding the privacy of participants and ensuring that any personal or sensitive information shared during interviews or surveys was kept confidential was essential. Anonymizing data and maintaining secure storage practices were critical to protecting the identities and information of all individuals involved

**3.10.3 Acknowledgement of participants Views**

Lastly, respecting the rights and perspectives of all stakeholders involved in the study was a central ethical consideration. Balancing the interests of local authorities, the private sector, and the broader community in the research process necessitated a fair and inclusive approach. Acknowledging diverse viewpoints, addressing power dynamics, and promoting equity in data interpretation and dissemination were essential ethical practices.

**3.11 Chapter Summary**

Chapter 3 provided a detailed overview of the research methodology adopted to address the objectives outlined above. By using a combination of qualitative and quantitative research methods, the study aimed to gain comprehensive insights into the dynamics of PPPs between Local Authorities and the Private Sector. The chapter laid the groundwork for the subsequent analysis and findings presented in the research study.

# CHAPTER IV

# 4.0 RESULTS AND DISCUSSION

## 4.1 Introduction

Chapter 4 presents the research findings regarding the level of coordination in PPPs, the common types of PPPS, key challenges and the level of coordination between Local Authorities and the Private sector.

**4.2 Demographic Characteristics**

**Table 4.1 Response rate**

|  |  |  |  |
| --- | --- | --- | --- |
| **Research** | **Targeted** | **Actual** | **Response** |
| Surveys | 100 | 95 | 95% |
| Targeted Interviews | Not specified | 10 |  |

The response rate is a crucial metric in research methodology, indicating the proportion of individuals who participated in a study out of the total number approached. In the provided table, the response rates for surveys and targeted interviews are 95% and 100%, respectively. It is important to note that for interviews, there was no specified target, and the interviews were conducted until a point of saturation was reached, with 10 people being interviewed.

According to Groves et al. (2009), achieving high response rates in surveys is crucial for minimizing non-response bias and ensuring the validity of survey results. They emphasize that efforts should be made to maximize response rates through various strategies such as personalized contact, multiple follow-ups, and incentives. In qualitative research, Guest et al. (2006) discusses the concept of data saturation in qualitative studies, where new information ceases to emerge, indicating that theoretical saturation has been achieved. They argue that sample sizes in qualitative research should be determined by data saturation rather than predefined targets.

**Table 4.2 Respondents Age**

|  |  |  |  |
| --- | --- | --- | --- |
|  | | | |
| Age Category | | Frequency | Percent |
|  | < 25 | 3 | 3.2 |
| 26 - 35 | 33 | 34.7 |
| 36 - 45 | 27 | 28.4 |
| 46 - 55 | 20 | 21.1 |
| > 55 | 12 | 12.6 |
| Total | 95 | 100.0 |

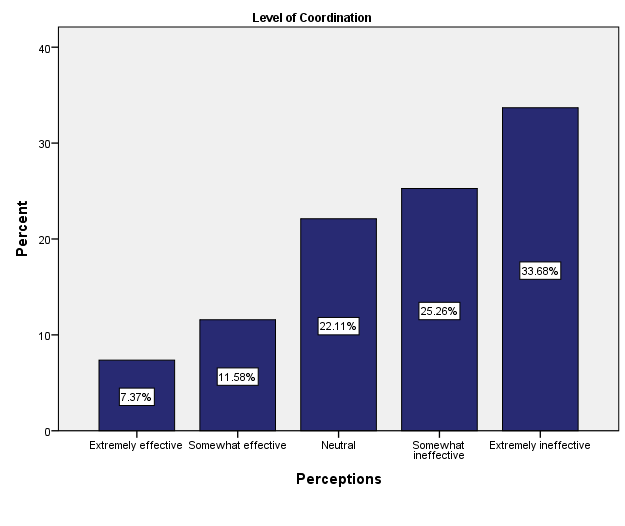
Table 4.2 provided above displays the age distribution of the research’s respondents. The data is segmented into different age groups, with corresponding frequencies and percentages. The less than 25 years category represents (3) 3.2% of the total respondents, indicating that a significant portion of the participants were below the age of 25. The age group between 26 and 35 years old constituted (33) 34.7% of the total respondents, making it the largest segment in terms of percentage.  Participants aged between 36 and 45 years old make up (27) 28.4% of the total respondents, showing a substantial representation in the research. The age bracket from 46 to 55 years old accounts for (20) 21.1% of the total respondents, indicating a smaller but still notable presence in the study. Last but not least the respondents above the age of 55 represent (12) 12.6% of the total, indicating a relatively lower participation rate compared to other age groups.

**Table 4.3 Respondents Gender**

|  |  |  |  |
| --- | --- | --- | --- |
|  | | | |
| Gender | | Frequency | Percent |
|  | Male | 63 | 66.3 |
| Female | 32 | 33.7 |
| Total | 95 | 100.0 |

**Table 4.3** provided displays the gender distribution of the research respondents. It shows that out of a total of 95 respondents, 63 were male, constituting 66.3% of the total, while 32 were female, making up 33.7% of the total. The data indicates a higher representation of males in the research sample compared to females. The male respondents constitute approximately two-thirds (66.3%) of the total sample, while females make up around one-third (33.7%). This distribution suggests a gender imbalance in the research participants, with males being significantly more represented than females.

**4.3 PPPs Coordination between Local Authorities and the Private sector**

****

**Fig 4.1 Level of Coordination between Local Authorities and Private Sector**

The study's findings on the coordination of Public-Private Partnerships (PPPs) between Local Authorities and the Private sector revealed varying perceptions among participants. The majority of respondents (33.7%) considered the coordination to be extremely ineffective, while 25.3% found it somewhat ineffective. This indicates significant challenges or shortcomings in the current PPP arrangements. Meanwhile, 22.1% of respondents expressed a neutral stance, suggesting a lack of strong opinion on the effectiveness of the partnerships. On the positive side, 11.6% perceived the coordination as somewhat effective, and 7.4% considered it extremely effective. These statistics highlight the need for addressing the identified challenges and improving coordination in PPPs to enhance their effectiveness and ultimately improve service delivery outcomes.

In addition to the results presented in table 4.1 the following interview responses highlight the perceptions regarding the coordination:

*"From my experience, the coordination between Local Authorities and the Private sector in PPPs is a complete mess. There is a lack of clear communication channels, and decisions are made without consulting all relevant stakeholders. It's extremely ineffective."* - Interviewee A.

Another stated that:

*"I have been involved in several PPP projects, and I can confidently say that the coordination is a disaster. There is a constant power struggle between the public and private entities, and it hampers the progress of the projects. It's extremely frustrating and ineffective." -* Interviewee B.

Sharing the same view another interviewee shared the following:

*"Coordinating PPPs is like herding cats. The different stakeholders have conflicting interests, and there is no cohesive strategy or unified vision. The result is a fragmented and ineffective system that fails to deliver the intended benefits to the public. It's extremely disappointing."* - Interviewee E.

Overall, these findings from the surveys and interviews highlight a mixed perception regarding the coordination of PPPs, with a significant portion of respondents expressing concerns about its effectiveness. Several studies support the findings mentioned above regarding the varied perception of PPP effectiveness among stakeholders. One study by Smith et al. (2020) examined PPPs in infrastructure development and found that while these partnerships can bring about efficiency gains and innovation, challenges related to governance, accountability, and risk-sharing often impede their success. Additionally, interviews mentioned a lack of clear communication channels as a hindrance to effective coordination in PPPs. This finding aligns with previous research that has identified communication challenges as a common issue in PPP implementation (Smith et al., 2018). Some interviewees mentioned power struggles and conflicting interests between public and private entities. This echoes previous research that has highlighted tensions and conflicts arising from differing priorities and motivations.

On the other hand, a study by Jones & Brown (2019), highlighted successful examples of PPPs in healthcare delivery where strong collaboration between public and private sectors led to improved service quality and cost-effectiveness. This suggests that while challenges exist, effective coordination mechanisms can enhance the overall performance of PPP initiatives.

**4.4 PPPs Coordination Challenges**

The challenges identified in the study assessing the coordination of Public-Private Partnerships (PPPs) between Local Authorities and the Private sector are crucial factors that can hinder the effective implementation and success of such partnerships.

**Table 4.3 Coordination Challenges**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | | | |
|  | | Responses | | Percent of Cases |
| N | Percent |
| Coordination Challenges | Accountability | 78 | 14.4% | 82.1% |
| Regulatory Challenges | 70 | 13.0% | 73.7% |
| Transparency and Accountability Challenges | 55 | 10.2% | 57.9% |
| Legal Framework | 67 | 12.4% | 70.5% |
| Institutional Capacity | 68 | 12.6% | 71.6% |
| Performance Monitoring | 71 | 13.1% | 74.7% |
| Risk Allocation | 67 | 12.4% | 70.5% |
| Stakeholder Involvement | 64 | 11.9% | 67.4% |
| Total | | 540 | 100.0% | 568.4% |
| a. Dichotomy group tabulated at value 1. | | | | |

The data analysis on the challenges and barriers affecting the coordination of Public-Private Partnerships (PPPs) between Local Authorities and the Private sector revealed significant findings. The statistics indicate that accountability is a major challenge, with 82.1% of responses emphasizing its importance for successful PPP projects. Additionally, regulatory challenges were prominent, accounting for 73.3% of responses, highlighting the need for a clear regulatory framework. Stakeholders emphasized the value of transparency and accountability (57.9% of responses) and recognized the importance of building strong institutional capacity (71.6% of responses). Effective performance monitoring mechanisms were also identified as crucial, with 74.7% of responses citing this challenge. These findings underscore the importance of addressing these challenges to improve coordination in PPPs, including enhancing accountability, establishing a robust regulatory framework, promoting transparency, building institutional capacity, and implementing effective performance monitoring systems to ensure the success of PPP initiatives. Managing risk allocation was reported as a challenge in 67 cases, accounting for 70.5% of responses. Proper risk assessment and allocation strategies are crucial for mitigating potential risks in PPP projects. Engaging stakeholders emerged as a challenge in 64 instances, representing 67.4% of responses.

Interviews supported some of the challenged in **Table 4.3,** additionally the following challenges were also highlighted as impacting the coordination of PPPs. For instance,

The lack of trust and communication was cited and one officer stated that;

*“One of the key challenges we face is the lack of trust between Local Authorities and the Private Sector. This often leads to miscommunication and misunderstandings, hindering effective collaboration.”*

Additionally, another officer stated that:

*“Communication breakdowns are a significant barrier to successful partnerships between Local Authorities and the Private Sector. Without clear channels of communication, it’s challenging to align goals and strategies.”*

The misalignment of project goals and objectives were also cited as a challenge impeding effective coordination, for example on respondent stated that:

*“Another major challenge is the misalignment of objectives and priorities between Local Authorities and the Private Sector. Each party may have different agendas, making it difficult to find common ground for collaboration.”*

Similarly, another respondent alluded to the same by saying that:

*“When the goals of Local Authorities and the Private Sector do not align, it creates barriers to effective collaboration. Finding ways to bridge these differences is crucial for successful partnerships.”*

In addition to misaligned objectives the regulatory framework was also cited as another factor that hinders the effective collaboration of PPPs. Differences in regulations, legal requirements, procurement procedures, and compliance standards can create delays, increase costs, and impede progress in PPP initiatives. The following was said in relation to regulatory hurdles:

*“Navigating regulatory hurdles poses a significant challenge in collaborating with Local Authorities. Compliance with various laws and regulations can slow down the process and create barriers to partnership.”*

Another responded commented that:

*“Legal constraints often limit the scope of collaboration between Local Authorities and the Private Sector. Understanding and addressing these constraints is essential for fostering effective partnerships.”*

Resources play a pivotal role in the implementation of projects and PPPs, it was also highlighted as one of the key factors determining effective collaboration, as such the following comments were made during interviews that:

*“Resource limitations on both sides can hinder effective collaboration between Local Authorities and the Private Sector. Lack of funding, expertise, or manpower can impede progress in joint initiatives.”*

and that:

*“Balancing resource allocation between Local Authorities’ public responsibilities and the Private Sector’s profit-driven motives can be a challenge. Finding ways to optimize resources for mutual benefit is key****.”***

Respondents also cited accountability issues as one of the factors that hinders effective coordination and implementation of PPPs. Lack of accountability mechanisms can lead to inefficiencies, delays, and even project failures. One interviewee stated that:

*“Accountability concerns often arise in collaborative efforts between local authorities and the private sector. Clarifying roles, responsibilities, and mechanisms for accountability is crucial for ensuring transparency and trust in joint initiatives.”*

Another critical challenge identified as a factor causing challenges in the implementation of PPPs was the allocation of risks between local authorities and private sector partners. Balancing risk-sharing arrangements fairly and effectively is essential for ensuring project sustainability and success. The following sentiments were highlighted by one of the respondents:

*“Risk aversion is another challenge that inhibits collaboration between local authorities and the private sector. Both parties may be hesitant to take on risks associated with joint projects, leading to delays or reluctance to engage in partnerships.*

Political interference or changes in leadership within local authorities was another major challenge affecting or responsible for the disruption of PPP projects and was reported to result in uncertainty for private sector partners. Shifting priorities, policy reversals, or inconsistent support can destabilize partnerships and undermine long-term planning**.** To emphasize on the challenge of political interference one participant from the private sector commented the following:

*"One of the biggest challenges we faced in coordinating PPP projects was the constant political interference and changes in leadership within the local authorities. It created a lot of uncertainty for us as private sector partners. Just when we thought we had a solid plan in place, priorities would shift, policies would be reversed, or support would become inconsistent. It was incredibly frustrating because these disruptions undermined our long-term planning and made it difficult to achieve the desired outcomes. We invested significant time, resources, and expertise into these partnerships, only to see them derailed by political whims. The lack of stability and continuity in leadership within local authorities greatly impacted the success of PPP projects and created an environment of uncertainty that hindered our ability to deliver on our commitments effectively. It's crucial for there to be a clear understanding of the long-term vision and a commitment to maintaining consistency and stability in order to foster successful PPP partnerships."*

Numerous studies have highlighted similar or some of the cited challenges faced in coordinating Public-Private Partnerships. A study by Smith et al., (2020) for example found that accountability issues were prevalent in PPP projects across various sectors due to a lack of transparency and oversight mechanisms. Similar to this research’s findings another study Jones & Brown (2019), stakeholder participation was identified as a critical factor influencing the success or failure of PPP initiatives, with insufficient engagement leading to project delays.

Similar finding regarding performance monitoring challenges were discussed in depth by Lee & Kim (2018), who emphasized the importance of establishing clear performance indicators and evaluation frameworks for effective project management. Institutional capacity constraints were highlighted by Garcia et al., (2021) as a significant barrier to achieving optimal outcomes in PPP collaborations between local authorities and private entities. This challenge was also highlighted in this study.

Findings from this research cited transparency issues within PPPs similarly, Wang & Chen (2017), underscored the need for enhanced transparency measures to build trust among stakeholders and ensure accountability. Accountability helps with transparency issues, Grimsey & Lewis (2005) highlighted the importance of robust governance structures to enhance accountability in PPP projects.

Proper risk allocation is critical for mitigating potential losses in PPP ventures. Studies by Boardman et al. (2011) also highlighted that ineffective risk allocation strategies can lead to disputes between public and private partners, resulting in project delays or failures. Clear risk-sharing mechanisms must be established to ensure a fair distribution of risks among stakeholders. Risk allocation complexities were also cited Black et al., (2019), who emphasized the need for equitable risk-sharing arrangements to incentivize private sector involvement in infrastructure development projects. The two studies show results that are similar to this research’s findings regarding risk allocation in PPPs.

Trust and effective communication are fundamental elements for fostering successful partnerships between local authorities and the private sector. A study by Cheung et al. (2015) emphasized that a lack of trust and poor communication channels can hinder collaboration and decision-making processes within PPP projects. Building trust through open communication is essential for overcoming barriers to cooperation. Studies by White & Green (2020) support the research’s findings that communication challenges within PPPs can negatively impact the implementation of PPPs, hence emphasizing that effective communication strategies are vital for maintaining trust among partners.

Similarly, a study by Smith et al. (2020), they found that effective collaboration and communication between local authorities and private partners were crucial for successful PPP implementation in infrastructure projects. This highlights how strong coordination can lead to positive impacts on project delivery and overall outcomes (Smith et al., 2020).

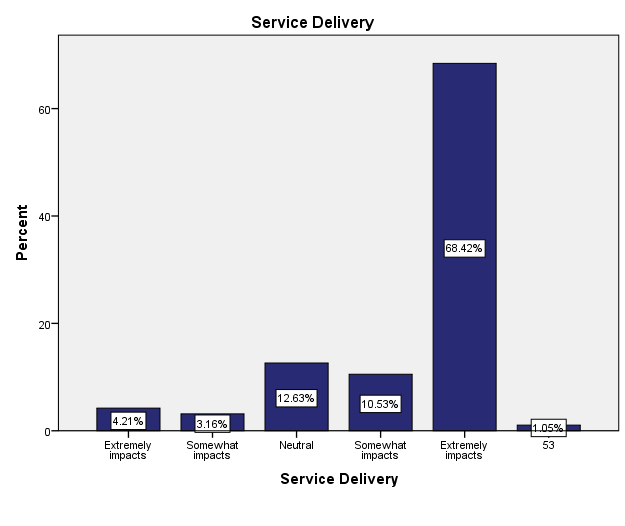
Furthermore, Jones (2018) emphasized in their research that transparent governance structures and clear roles for both public and private entities are essential for maximizing the benefits of PPPs at the local level. This underscores the importance of well-coordinated partnerships in achieving desired results (Jones, 2018).

Transparent was one of the researcher’s key findings and is as a result of lack of trust and communication, bbuilding trust between partners is essential for fostering collaboration and resolving conflicts effectively. Research by Cheung et al. (2015) also highlighted the detrimental impact of poor communication and trust issues on PPP implementation.

The problem of misaligned objectives as indicated from the results were also highlighted in a study by Fernández et al. (2019) emphasized the need for aligning objectives from the outset to ensure mutual understanding and cooperation. Misalignment of goals between public and private partners can lead to conflicts and hinder project success.

Political interference in decision-making processes can disrupt the smooth implementation of PPP projects. Similarly, research by Hodge et al. (2010) also pointed out that external political pressures or changes in government administrations may influence project priorities or timelines, leading to uncertainties for both public and private partners involved in the partnership.

## 4.5 Impact on Service Delivery

**Fig 4.2 Impact on Service Delivery**

The research findings revealed that the perceived level of coordination between Local Authorities and the Private sector had a significant negative impact on service delivery. A majority of respondents, 68.4%, expressed that this impact was extremely detrimental to service delivery. Additionally, 10.5% stated that it somewhat impacted service delivery, while 12.6% remained neutral on the matter. A small percentage, 3.2%, believed that the impact was somewhat low, and 4.2% cited an extremely low impact. These findings indicate that the coordination challenges between Local Authorities and the Private sector have a predominantly negative effect on service delivery outcomes.

In addition to the perceptions regarding the effect of the current level of collaboration’s impact on service delivery the following comments were made from interviews regarding the impact of the current state on PPPs collaborations between Local authorities and the Private sector. The following impacts on service delivery were were highlighted.

**Delayed Project Implementation**

In response to the issue of delayed project implementation due to poor coordination between Local Authorities and the Private sector in implementing Public-Private Partnerships (PPPs), a key stakeholder highlighted that

*“The lack of effective communication and collaboration between Local Authorities and the Private sector has significantly contributed to the delays in project implementation. There is often a disconnect in understanding each other’s roles and responsibilities, leading to confusion and inefficiencies in decision-making processes.”*

**Quality of Services**

Regarding quality challenges arising from poor coordination in PPP projects, a representative from the private sector emphasized this by saying

*“The absence of clear guidelines and standards agreed upon by both parties has resulted in compromised quality of infrastructure projects. Without proper oversight and alignment on quality expectations, there is a risk of substandard work being delivered, ultimately impacting the long-term sustainability and functionality of the assets.”*

**Cost Overruns**

Poor coordination between local authorities and private sector partners were reported to cause cost overruns in PPP projects. Addressing cost overruns stemming from inadequate coordination between Local Authorities and the Private sector, an expert shared that

*“The lack of transparent budgeting processes and cost-sharing mechanisms has led to frequent cost overruns in PPP initiatives. Without proper risk assessment and financial planning conducted jointly by both parties, unforeseen expenses can arise, putting strain on project budgets and potentially affecting the overall feasibility of the ventures.”*

The research findings indicate that the current levels of coordination in PPPs between Local Authorities and the Private Sector have several negative effects on service delivery, including delayed project implementation, project cost overruns, and quality issues. These findings are consistent with existing literature on the subject.

Similar to the findings, a study by Hodge and Greve (2017) found that inadequate coordination between public and private partners in PPPs often leads to project delays. This can be attributed to difficulties in decision-making, conflicting priorities, and challenges in aligning the interests of multiple stakeholders. Additionally, according to a report by the World Bank (2019), poor coordination in PPPs can result in cost overruns due to inefficient project management, inadequate risk allocation, and delays in addressing project challenges. These cost overruns can burden both the public and private sectors involved in the partnership. Friman et al. (2019) also highlighted that inadequate coordination can contribute to quality issues in PPP projects. Lack of clarity in roles and responsibilities, communication breakdowns, and insufficient monitoring and oversight mechanisms can compromise the quality of infrastructure or services delivered through the partnership.

While the current research findings align with the commonly reported negative effects of coordination challenges in PPPs, it is important to acknowledge that there may be instances where effective coordination has yielded positive outcomes. Some studies may highlight successful PPP projects where strong coordination and collaboration have resulted in timely implementation, cost control, and high-quality outputs.

## 4.6 Recommendations

The following recommendation were given from the interviews conducted with various respondents to address the challenges identified.

**Interviewee 1**

*“As a representative of a local authority, I believe that improving accountability is crucial for effective PPP coordination. This can be achieved by establishing clear lines of communication and reporting structures between local authorities and private partners. Additionally, setting up regular meetings and providing transparent reporting can help ensure that both parties are held accountable for their respective obligations.”*

**Interviewee 2**

*From my experience in the private sector, I’ve seen that stakeholder participation is essential for successful PPPs. This can be facilitated through open and inclusive consultation processes, where all relevant stakeholders have an opportunity to voice their concerns and contribute to decision-making. It’s also important to establish a clear communication channel between local authorities and private partners to ensure that all parties are aligned on project goals and expectations.*

**Interviewee 3**

*“Performance monitoring is another key challenge. Local authorities need to have the necessary resources and expertise to monitor project progress effectively. This could involve hiring independent consultants, establishing performance indicators, and setting up regular reporting mechanisms. It’s also important to involve private partners in this process, as they have valuable insights into project implementation and can help identify potential issues early on.”*

**Interviewee 4**

*“Institutional capacity is a major challenge for many local authorities when it comes to PPP coordination. This can be addressed through capacity building initiatives, such as training programs for staff, secondments to private sector organizations, or partnerships with universities and research institutions. Building strong relationships with private sector partners and seeking their expertise can also help bridge capacity gaps.”*

**Interviewee 5**

*“Transparency and accountability are essential for building trust between local authorities and private partners. This can be achieved through open and transparent reporting, setting up clear lines of communication, and establishing independent oversight mechanisms. Ensuring that all parties have access to the same information can help prevent misunderstandings and build stronger working relationships.”*

**Interviewee 6**

*“Regulatory frameworks play a crucial role in facilitating effective PPP coordination. Clear and consistent regulations can help provide certainty for both local authorities and private partners, reducing uncertainty and risk. It’s important to ensure that regulations are regularly reviewed and updated to reflect changing circumstances and best practices.”*

**Interviewee 7**

*“Risk allocation is another major challenge. Local authorities need to ensure that risks are allocated appropriately between themselves and private partners, with each party bearing risks commensurate with their expertise and resources. This requires careful planning and negotiation, as well as ongoing communication and collaboration between both parties.”*

**Interviewee 8**

**“**Trust *and communication are essential for successful PPPs. Building strong working relationships based on mutual respect and understanding can help overcome potential challenges and ensure that both parties are aligned on project goals. Regular communication and collaboration can help prevent misunderstandings and build stronger working relationships.”*

**Interviewee 9**

**“***Misalignmen*t *of objectives can lead to significant challenges in PPP coordination. Local authorities and private partners need to ensure that they have a clear understanding of each other’s objectives and priorities, and work together to find common ground. This may involve compromising on certain issues or finding creative solutions to meet both parties’ needs.”*

**Interviewee 10**

 “*Resource limitations can pose significant challenges for local authorities when coordinating PPPs. This can be addressed through careful planning and budgeting, as well as seeking external funding sources and partnerships. Building strong relationships with private sector partners can also help leverage their expertise and resources to overcome resource constraints.”*

**Interviewee 11**

**“***Political interference can disrupt the effective coordination of PPPs. Local authorities need to establish clear decision-making processes and communicate effectively with all relevant stakeholders, including politicians and community groups. Building strong working relationships and maintaining open lines of communication can help prevent potential disruptions and ensure that projects stay on track.”*

## 4.7 Chapter Summary

Chapter 4 presented and discussed the research findings on the level of coordination between Local Authorities and the Private Sector in implementing Public-Private Partnerships (PPPs). The chapter explored the challenges faced in achieving effective coordination and assessed the impact of such coordination on service delivery. Additionally, the chapter provided recommendations for improving coordination and enhancing service delivery outcomes in PPP projects.

# CHAPTER V

# 5.0 CONCLUSIONS AND RECOMMENDATIONS

## 5.1 Introduction

Chapter 5 synthesizes the research findings on the coordination of Public-Private Partnerships (PPPs) between Local Authorities and the Private Sector, presenting conclusive insights and actionable recommendations. This chapter distills the principal discoveries, extrapolates logical conclusions from the data analysis, and offers pragmatic suggestions for enhancing the coordination and efficacy of PPPs. By consolidating the research outcomes, this chapter provides a comprehensive framework for policymakers, practitioners, and scholars to optimize PPP implementation and foster collaborative governance.

## 5.2 Summary of Findings

The research yielded significant discoveries regarding the current state of Public-Private Partnership (PPP) coordination between local authorities and the private sector. This section presents a succinct synthesis of the primary findings, categorized according to the research objectives and thematic areas investigated in the study. The summary provides an overview of the key discoveries, highlighting the strengths, challenges, and areas for improvement in PPP coordination, and setting the stage for the conclusions and recommendations that follow.

### 5.2.1 Current Level of Coordination

The research findings reveal a nuanced and multifaceted perception of the coordination of Public-Private Partnerships (PPPs) between the public and private sectors. Although the degree of coordination exhibits variability, a substantial proportion of respondents expressed reservations about its efficacy, highlighting a critical need for improvement. This ambivalence underscores the complexity of PPP coordination and emphasizes the importance of addressing the challenges and concerns identified by stakeholders to enhance the effectiveness of these partnerships.

### 5.2.2 Key Challenges and Barriers

The study identified several key challenges and barriers to effective collaboration between Local Authorities and the Private Sector in PPPs. These challenges include regulatory frameworks, accountability issues, institutional capacity, performance monitoring, risk allocation, stakeholder participation, lack of trust and communication, political interference, and misaligned objectives. These challenges hinder the smooth implementation of PPP projects and have implications for service delivery outcomes.

### 5.2.3 Impact on Service Delivery

The findings clearly demonstrate that the current level of coordination between Local Authorities and the Private Sector has a significant impact on service delivery. Inadequate coordination resulted in delays, inefficiencies, suboptimal service delivery, and quality control issues. These negative effects highlight the importance of addressing the coordination challenges identified in order to improve service delivery outcomes in PPP projects.

## 5.3 Conclusions

In conclusion, the study reveals the need for enhanced coordination between the public and private sectors in PPPs. Addressing the key challenges and barriers, such as strengthening regulatory frameworks, improving accountability mechanisms, building institutional capacity, implementing effective performance monitoring systems, fostering stakeholder participation, enhancing trust and communication, and minimizing political interference, is crucial to overcome the coordination challenges and improve service delivery outcomes in PPP projects.

## 5.4 Recommendations

Building upon the conclusions drawn from the research, the following recommendations are proposed to enhance the effectiveness of PPP coordination between Local Authorities and the Private Sector. There is need to:

* Enhance and streamline regulatory frameworks to provide clear guidelines and procedures for PPP coordination, ensuring transparency and accountability.
* Establish robust accountability mechanisms to ensure all stakeholders are responsible for their roles and obligations in PPP projects.
* Enhance and invest in building the institutional capacity of both Local Authorities and the Private Sector to effectively manage and coordinate PPP projects.
* Develop and implement performance monitoring mechanisms to regularly assess the progress and outcomes of PPP projects, enabling timely identification of issues and corrective actions.
* Encourage inclusive and participatory approaches that foster active engagement and involvement of all pertinent stakeholders, including local communities, in the decision-making processes of Public-Private Partnership (PPP) projects.
* Foster a culture of trust and open communication between Local Authorities and the Private Sector, facilitating effective collaboration and knowledge sharing.
* Establish mechanisms to minimize political interference and ensure continuity in PPP projects, avoiding disruptions caused by changes in leadership or shifting priorities.
* Ensure that the objectives and incentives of all parties involved in PPP projects are aligned to promote shared goals and long-term success.
* Develop comprehensive risk allocation frameworks that clearly define the responsibilities and risks borne by each party, ensuring a fair and balanced distribution of risks.

By implementing these recommendations, the coordination of PPPs between Local Authorities and the Private Sector can be improved, leading to more efficient and successful project implementation and enhanced service delivery outcomes.

## 5.6 Research Contributions and Future Directions

This research has made significant contributions to the understanding of PPP coordination between local authorities and the private sector by;

### 5.6.1 Filling gaps in the literature

The study has addressed the gap in literature by specifically focusing on the coordination of PPPs between Local Authorities and the Private Sector. This targeted approach provides a deeper understanding of the challenges and barriers unique to this context, which were not extensively explored in previous studies.

### 5.6.2 Providing new insights

The research findings shed light on the various challenges and barriers that hinder effective coordination in PPP projects. The study contributes new insights by identifying regulatory frameworks, accountability issues, institutional capacity, performance monitoring, risk allocation, stakeholder participation, lack of trust and communication, political interference, and misaligned objectives as critical factors affecting coordination. These insights offer a comprehensive understanding of the complexities involved in PPP coordination.

### 5.6.3 Addressing existing challenges

By examining the impact of coordination on service delivery outcomes, the study addresses an existing challenge in the field. It highlights the negative implications of inadequate coordination, such as delays, inefficiencies, suboptimal service delivery, and quality control issues. Understanding these challenges is crucial for policymakers, practitioners, and researchers to develop strategies and interventions that can enhance coordination and improve service delivery in PPP projects.

## 5.7 Conclusion

Overall, the research study has contributed valuable insights into the coordination of PPPs, filled gaps in the literature, however there is need for further research to address limitations and explore new dimensions in this field. One of the possible research areas include investigating the direct impact of coordination on various project outcomes, such as cost management, schedule adherence, quality control, and stakeholder satisfaction. This research can provide a deeper understanding of the specific areas where effective coordination has the most significant influence.

**ANNEX I QUESTIONNAIRE**

**Dear Participant,**

This research study aims to investigate the current state of collaboration between public and private entities in implementing Public-Private Partnerships (PPPs). Specifically, it seeks to evaluate the level of coordination between Local Authorities and the Private Sector in PPP projects, identify the most prevalent types of PPPs formed between these entities and analyze how the degree of coordination affects the delivery of public services. By exploring these objectives, this study aims to provide insights into the effectiveness of PPPs and inform strategies for enhancing collaboration and service delivery.Your participation in this questionnaire is crucial as it will provide valuable insights into the dynamics of PPPs and help us understand how to enhance collaboration for improved service delivery. Your responses will remain confidential, and your input is highly appreciated.

Sincerely, B Ngaru

**NB: Kindly Tick your response from the options provided**

**Section A: Demographic Information**

1. Please indicate your age range ***(Tick where it applies)***

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< 25 26-35

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| --- |
|  |

|  |
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|  |

36-45 46 and above

2. Indicate your gender? ***(Tick where it applies)***

|  |
| --- |
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|  |

Male Female

|  |
| --- |
|  |

3. How many years of experience do you have? **(*Specify)***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Extremely effective | Somewhat effective | Neutral | Somewhat ineffective | Extremely ineffective |
|  |  |  |  |  |

4. How would you rate the current level of coordination between the public and private sectors in coordinating PPPs? ***(Tick where it applies)***

5. What challenges have you faced in the coordination of a PPP project? (Multiple responses allowed) ***(Tick all that apply)***

|  |  |
| --- | --- |
| **Challenge** | **Response** |
| Institutional capacity |  |
| Transparency & Accountability |  |
| Performance monitoring |  |
| Legal framework |  |
| Risk Allocation |  |
| Stakeholder engagement |  |
| Financial viability |  |
| Regulatory framework |  |

6. In your opinion, to what extent does the current level of coordination between Local authorities and the Private sector impact service delivery in PPP projects? (Specify on a scale 1 -10 with the magnitude of impact increases with increase in the rating) ***(Tick where it applies)***

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** |
|  |  |  |  |  |  |  |  |  |  |

7. In your opinion, how does the current level of coordination between Local authorities and the Private sector impact service delivery in PPP projects? (Specify on a scale 1 -10) ***(Tick where it applies)***

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|  |  |  |  |  |  |  |  |  |  |

8. What improvements do you think can be made to enhance coordination between the public and private sectors in PPP projects? ***(Kindly write your response on the space provided)***

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**Thank you for participating in this survey**

# ANNEX II INTERVIEW GUIDE

1. Introductions and explaining purpose of the interviews
2. What are some of the challenges and barriers to effective you have experienced in the implementation of effective PPPs?
3. What do you think are some of the effects of service delivery?(specify)

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1. What are some of the practices and strategies do you think are necessary for bridging the gap between public and private entities in coordinating PPPs and supply chain services?
2. How can the level of coordination between the public and private sectors in PPPs be improved? (Open-ended question)-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Thank you for participating in this interview**

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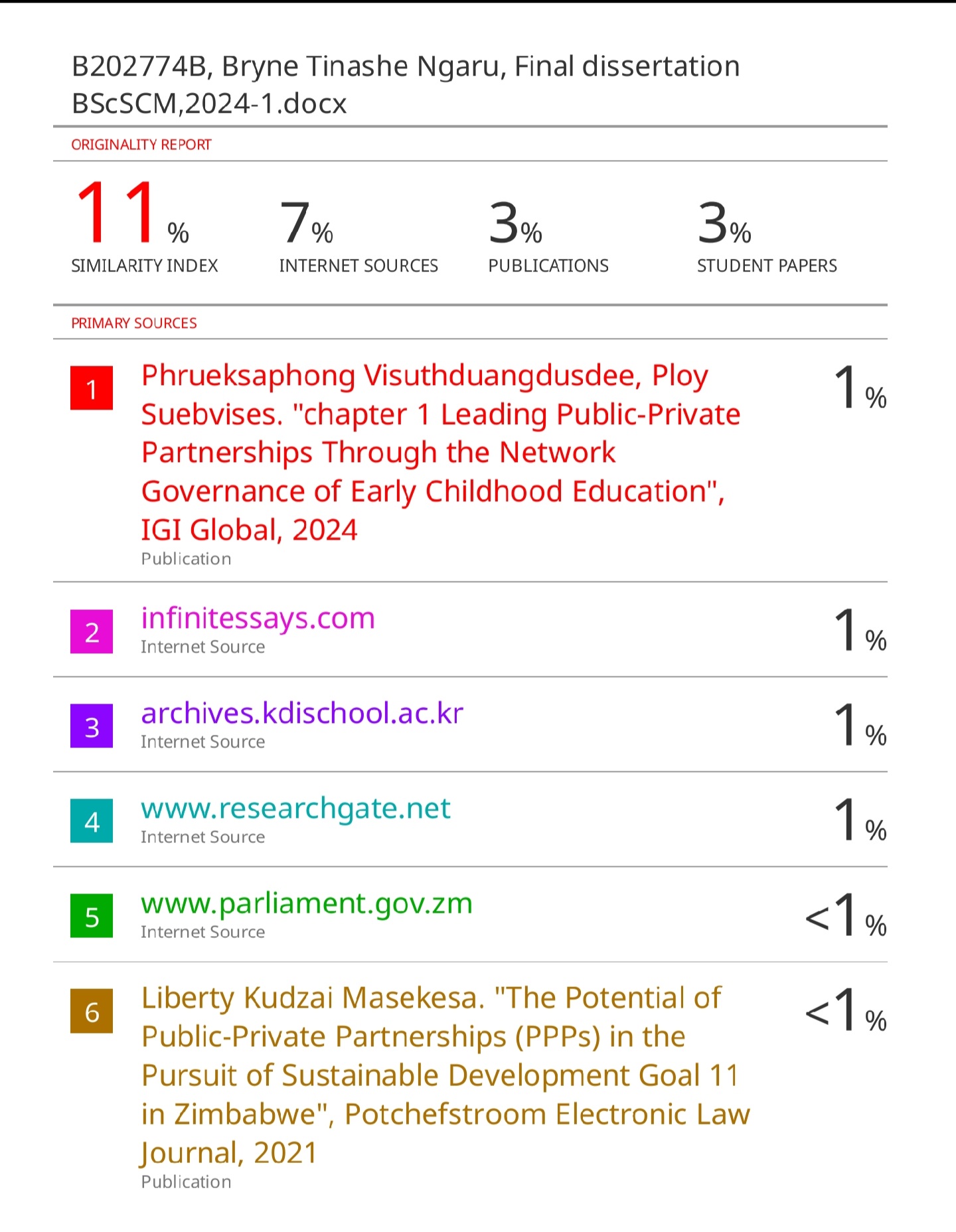
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**BINDURA UNIVERSITY OF SCIENCE EDUCATION**

**FACULTY OF COMMERCE**

**ECONOMICS DEPARTMENT**

**RESEARCH SUPERVISION PROGRESS REPORT**

**STUDENT’S NAME:** Bryne Tinashe Ngaru  **REG. NUMBER:** B202774B

**DISSERTATION SUPERVISOR:** Ms Tapfuma **PROGRAMME:** Purchasingand Supply

**DISSERTATION TITLE:** bridging the Gap between Public and Private Sector in Coordinating Public Private Partnerships in Local Authorities

|  |  |  |
| --- | --- | --- |
| **DATE** | **STAGE OF RESEARCH** | **SUPERVISORS’ COMMENTS** |
| **29/01/24** | Proposal | Change another topic and submit in 1 week |
| 05/02/24 | Proposal | Emphasized about the research objectives and problem statement.  Move to chapter 1 |
| 19/02/24 | Chapter 1 | Proceed to chapters 2 & 3 , submit in 2 weeks |
| 05/03/24 | Chapter 2 &3 | Re-do chapter 3, you do not collect data before I see chapter 3 |
| 11/03/24 | Chapter 3 | Correct chapter 3 and send research instruments |
| 15/03/24 | Research instruments | Reduce the questions for the interviews to 10 and collect data.  Proceed to chapter 4 and 5 |
| 03/04/24 | Chapter 4&5 | On recommendations, state the major findings which correspond with the stated findings. |
| 22/04/24 | Semi-draft | Submit as final, follow the format I gave you |
| 17/05/24 | Plagiarism check | Attach the report screen shot at the end of your report. |

**OVERALL COMMENTS BY THE SUPERVISOR:**

**………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………**

**STUDENT’S SIGNATURE: …………………………………………. DATE: ……………………**

**SUPERVISOR’S SIGNATURE: ……………………………................ DATE: …………………...**