

**PRIVATE SECTOR ENGAGEMENT WITH THE PUBLIC SECTOR IN  
PROMOTING PPPs A CASE STUDY OF ENGINEERING AND TECHNICAL  
SERVICES UNDER KAMPALA CAPITAL AUTHORITY**

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**UGANDA CHRISTIAN  
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**DECLARATION**

I, **Mubiru Vincent**, hereby declare that this dissertation is based on my original work. It has never been submitted to any institution of higher learning for the award of my course. All the sources that have been used have been cited according to the best of my knowledge. I therefore, submit my original work for the partial fulfillment for the award of Bachelors of Governance and International Relations.

Signature: 

Date: 6<sup>th</sup> / 09 / 2024

**APPROVAL**

I, Reverend Wareeba Stanley, certify that this research report has been done under my supervision and submitted for examination with approval as a university supervisor.

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6th September 2024.

**REV. WAREEBA STANLEY**

## **DEDICATION**

I dedicate this dissertation to my mother and brother, who supported and constantly encouraged me to continue going regardless of the challenges and obstacles faced throughout my academic journey.

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I want extend my utmost gratitude to the following individuals and organizations who played a big role in the completion of my dissertation

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## **Abstract**

This study will investigate the engagement in promoting PPPs between the private and public sectors, with particular attention to engineering and technical services within KCCA. The study therefore intends to assess the current legal, regulatory, and institutional frameworks guiding the performance of PPPs, while collating perceptions and experiences of the private sector stakeholders such as investors, developers, and operators. The findings show a wide variation in the perceptions of stakeholders about the efficiency of the frameworks. Whereas 86.9% of the policymakers consider the frameworks comprehensive, a critical percentage of 84.76% of the KCCA leaders mentioned fundamental gaps; this means that major revisions are needed to help these frameworks resolve the urban governance challenges. Also, 65.1% of private sector partners felt let down and needed customized solutions that reflected their operational reality. In contrast, 76.1% of industry associations/business chambers felt that these frameworks were effective. The study stresses that consultation among the stakeholders through collaborative discussions is necessary to make such frameworks comprehensive, pragmatic, and responsive to diverse needs. It goes on to recommend workshops for conducting a dialogue, an individualized guideline on implementation, emphasis on capacity building, procedures for periodic monitoring and evaluation, and promotion of transparency and accountability throughout the PPP process. The best outcome would be an enhanced infrastructure development and service delivery due to proper public-private collaboration

## CHAPTER ONE

### INTRODUCTION AND BACKGROUND TO THE STUDY

#### 1.0 Introduction

This chapter outlays the background to the study and states the problem statement. It captures the purpose of the study, lists the objectives of the study, and states the research questions, the hypothesis, and the significance of the study.

#### 1.1 Background to the Study

Kampala is a vibrant capital and largest city of Uganda battling with a pressing need to address the infrastructural deficiencies. However, quality public services, reliable networks of transportation systems, adequate housing, and sustainable energy and water systems place increasing demands on the city as an economic and administrative hub. The Kampala Capital City Authority, which is the local government responsible for the city's development, has been continuously struggling to meet emerging resource constraints and capacity limitations against the increasing infrastructure needs. This has been further compounded by rapid urbanization, population growth, and pressure put on the existing infrastructure, UN-Habitat, 2020.

Over recent years, the Ugandan government and KCCA have felt that PPPs might offer a complementary mechanism in contributing to the development of the city's infrastructure. Conventional even, an alternative model under which the public-private sectors collaboratively design, finance, construct, and or operate infrastructure projects. Basheka & Mugurusi, 2016. It also helps utilize the skills, available resources, and efficiencies within the private sector, while at the same time ensuring that there is public scrutiny and alignment within priority needs for city development. In this respect, the Directorate of Engineering and Technical Services in KCCA is critical to collaborate with the private sector in identifying, structuring, and implementing PPP initiatives that address the city's infrastructure challenges.

However, the private sector in Kampala has faced numerous challenges in effectively engaging with KCCA and the Directorate of Engineering and Technical Services in developing successful PPP projects. The regulatory and policy barriers include uncertainty or unclear frameworks, lack of clarity in the policies of PPPs, and inconsistent implementation

of those policies. The private sector has complained of constraints in the institutional capacity within KCCA, where technical constraints, financial constraints, and limitations in project management can be observed in the delivering of PPP projects. Coordination and communication between the public and private sector players, risk allocation, and issues of financial viability have resulted in denting trust and collaboration.

The addressing of these many challenges and the unlocking of the full potential of this collaboration are one of the critical priorities of the Directorate of Engineering and Technical Services at KCCA. The Directorate is mandated to develop and implement effective mechanisms for the improvement of the legal and policy environment in which PPPs are developed within Kampala, strengthen the institutional capacity of KCCA to develop and manage as well as oversee PPP projects, and enhance mechanisms for ensuring proper coordination and communication between the public and private sectors. The Directorate is also tasked with the development of risk-sharing and financial models that strike a balance in the interests of all parties involved, apart from enhancing transparency and accountability in the overall PPP procurement and implementation processes. As such, according to Sader (2000), addressing these issues serves as the only sure way of establishing an enabling environment for the private sector to effectively deliver on their mandate for sustainable infrastructure development in Kampala through PPPs. This collaborative approach can achieve better public service delivery, enhance resilience of the city, and drive overall urban transformation. From this research, details on the exact barriers, innovative strategies, and emerging opportunities could be obtained to inform policy thinkers, KCCA officials, and private sector players on how best to strengthen public-private partnerships in Kampala's infrastructure development toward the city's long-term prosperity.

A very important strategy that can help to give strength to the PPPs in the infrastructure development of Kampala is through the creation of a proper and very transparent legal and regulatory framework. The legal and policy environment in which PPPs exist in Uganda is pretty fragmented, with unclear and overlapping responsibilities between different government agencies. In this regard, the Directorate of Engineering and Technical Services of KCCA is developing an all-inclusive PPP policy and legislation that aligns with international best practices on how to define the roles and responsibilities of both the public-private sector, develop uniform tendering procedures, and detail the arrangements for risk allocation, dispute resolution, and contract management. This would create more confidence among private investors and ensure the smooth implementation of PPP projects by setting clear and

predictable legal procedures. The focused development of institutional and technical capacities in KCCA is another key strategy in further improving the effectiveness of PPPs in Kampala. This has been addressed by the Directorate of Engineering and Technical Services, which identified limited capacity in the public sector as one of the biggest barriers to the successful implementation of PPP projects. The Directorate, in response, instituted a comprehensive capacity-building program that addressed enhancing technical, financial, and project management capacity of KCCA staff. This is through the training of personnel in appraisal, negotiation, risk management, and performance monitoring of PPP projects. Mugisha & Berg, 2008. Such skilled professionals have been attracted and retained in the Directorate through the provision of competitive remunerations and career development opportunities. By investing in the capacity of its own workforce, KCCA can enhance its ability to effectively engage with the private sector, structure viable PPP projects, and ensure the successful delivery of infrastructure services (Mwesigwa, 2019).

## 1.2 Problem statement

The proposed research problem seeks to investigate the key challenges and leverage the opportunities presented by public-private partnerships (PPPs) for sustainable infrastructure development in Kampala, Uganda. As the capital and largest city of Uganda, Kampala is suffering from serious deficits in basic infrastructure like transportation, water and sanitation, and energy supply that are becoming major deterrents to the social and economic development of the city. The Kampala Capital City Authority has realized PPPs as an important means to mobilize the private sector's experience and investment to bridge such gaps in infrastructure. Among some of the challenges, these successful PPP projects have faced a weak legal and regulatory framework, a shortage of technical capacity, institutional capacity within the public sector to agree on the alignment of interests and risk profiles between the public-private partners, stakeholder involvement, and public trust. The research problem, therefore, seeks to analyze these challenges systematically, identifying appropriate strategies and best practices that can be applied to improve the viability and sustainability of PPP arrangements in infrastructure development in Kampala. These findings will add to the burgeoning literature on PPP-driven urban infrastructure delivery in rapidly growing cities in sub-Saharan Africa, with practical recommendations for improvement in the conduct and outcomes of PPP projects targeting policy makers, city authorities, and private sector stakeholders. Ultimately, it aims to provide information that could be useful in the process of constructing more durable and effective PPP structures with an overall objective of

implementing vital infrastructure services that enhance Kampala's livelihood and competitiveness.

### 1.3 Scope of the study

Identify the key constraints and bottlenecks to successful PPPs delivery of sustainable infrastructure development in Kampala Uganda and to recognize policies and best practices that may be applied to overcome the issues and exploit advantages of PPPs.

### 1.4 Objectives

To assess the current legal, regulatory, and institutional frameworks that controls public-private partnership performance

The goal is to gain insight into the perceptions and experiences of the private sectors' stakeholders, such as investors, developers, and operators. It also tries to provide an overall set of approaches, policy recommendations, and best practices which can guide stakeholders.

### 1.5 Research questions

What are the prevailing legal, regulatory, and institutional frameworks governing PPPs for engineering and technical services in Kampala?

How do the private sector stakeholders, for instance investors, developers, and operators, perceive the existing PPP framework and its implementation in the engineering and technical services sector under KCCA?

What strategies, policies, and best practices can be developed in order to enhance private sector engagement effectiveness and overall management of PPPs for engineering and technical services under KCCA?

### 1.6 Significance of the study

This holds true for this important research on PPPs in infrastructure development in Kampala, Uganda, where there is great significance due to the critical role of urban infrastructures in facilitating economic and social sustainable development in most parts of Sub-Saharan Africa. Kampala, as one of the fastest-growing cities in the region, is a very good example of the urgent need to take into consideration innovative financing and delivery mechanisms with

regard to its enormous infrastructure deficits. The in-depth investigation of the PPP framework in Kampala from this research can therefore yield valuable insights that might go beyond the local context. The contribution this study will make is toward furthering our understanding of PPP models and their application in the unique socioeconomic and political landscape of sub-Saharan Africa. Specific to Kampala, the results explore in detail the specific challenges and enabling factors surrounding successful PPP arrangements, therefore providing a nuanced view that challenges one-size-fits-all approaches often prescribed by global development institutions. This can help contextualize how other rapidly urbanizing cities in the region may better adapt and refine PPP policy and practice to enhance the viability and sustainability of infrastructure projects delivered through these collaborative frameworks.

Another contribution of the study will be its comprehensive analysis of legal, regulatory, and institutional gaps that govern infrastructure PPPs in Kampala. The identification of systemic weaknesses can lead to targeted reforms that improve the overarching frameworks shaping and constraining PPP projects' implementation. Recommendations on how to go about improving the technical and managerial capacities of the Kampala Capital City Authority, as well as other public sector entities, can thus support such much-needed capacity-building. This will be critical in ensuring that the public sector is prepared to handle private partners more meaningfully, negotiate favorable terms, and oversee the delivery of PPP-driven infrastructure.

Finally, by investigating the perspectives and experiences of the private sector in the infrastructure PPP landscape in Kampala, the study presented here will generate some very valuable insights into how more purposeful and impactful private sector participation might be achieved. Essentially, by revealing the main barriers and success factors relating to the participation of private stakeholders-investors, developers, and operators-findings can inform innovative incentive structures, risk-sharing mechanisms, and other enabling strategies. This could catalyze the mobilization of much-needed private capital, expertise, and resources in tackling the huge infrastructure financing and capacity gaps within Kampala City and other similar cities. The study further explored community consultation measures and trust-building measures in respect to infrastructure PPPs-issues of grave relevance. In the case of past experiences, long-term sustainability and local acceptance are very crucial, since a lack of proper community involvement tends to defeat the intent and success of such initiatives. It is within this framework that insights will be generated to better design more inclusive and

participatory approaches, hence empowering local communities as active stakeholders in development and management matters of critical infrastructure assets.

Beyond that Kampala-specific context, the greater contribution of this study would lie in its likelihood to add to the literature on the use of PPPs as a lever for sustainable urban infrastructure development in sub-Saharan Africa. The holistic and contextual understanding developed in this study will assist in creating a high level of theoretical and conceptual frameworks that can be adapted and applied in other rapidly urbanizing cities facing similar challenges. This will enrich the global discourse on the role that public-private collaboration plays regarding critical imperatives in urban development.

Moreover, the practical strategies, policy recommendations, and best practices emerging from this study will be a useful contribution to the policymakers, city authorities, and private sector partners across the region. These findings can inform better, more equitable, and effective PPP policy, legal frameworks, and practices in infrastructure delivery for sustainable urban development in sub-Saharan Africa.

Its findings might extend to the wider implications for the discourse created on public-private collaboration, particularly in infrastructure financing and service provision. In a developing country context, looking at the complex dynamics and challenges of the PPP arrangements allows nuanced perspectives to emerge and enriches the global dialogue on the role that the private sector plays in responding to key urban development needs.

While narrow, the Kampala focus, at the same time, promises more potential for yielding insights that might be used in other rapidly urbanizing cities with similar infrastructural challenges and socio-economic realities in sub-Saharan Africa. Contextual understanding and practical recommendations that can be developed through this research form a useful reference to practitioners and policymakers operating in similar environments.

## 1.7. Scope of the study.

### 1.7.1 Content scope.

The study will carry out a detailed analysis of the PPP framework that leads infrastructural development in Kampala, Uganda, by analyzing the policy environment, diverse stakeholder perspectives, and developing insights to inform academic discourses and practical guidance for PPP applications.

### 1.7.2 Scope of the study

#### 1.7.3 Geographical scope

Geographically, the scope of this study on PPPs for infrastructure development applies to the city of Uganda, which is Kampala. Kampala is the political capital and biggest urban center of Uganda. Kampala is located in the Central Region of Uganda, being bordered to the north by Wakiso District, to the south by Lake Victoria, and to the west also by Wakiso District. The specific reason why Kampala has become the core focus area of the PPP infrastructure research is that Kampala is the political, economic, and administrative hub of Uganda, with huge infrastructure development needs and a budding reliance on PPP models to help solve the challenges at hand. It is in this view that the study seeks to focus its investigation on Kampala with the aspiration for an in-depth review of the dynamics of the public-private partnership, the institutional frameworks, and the infrastructure delivery landscape of the city. This shall be with the intent of developing insights that inform the application of models of PPPs to contribute toward sustainable infrastructure development across Uganda and in the broader East African region.

#### 1.7.4 Time scope

The time frame that will be covered for this research work on PPPs in the development of infrastructure in Kampala, Uganda, will span a total of 3 months, from May to July 2024. This is because such a time frame will give the researchers ample time to delve into in-depth analysis of the existing PPP framework that governs infrastructure projects within the city. It will cover the development of the research proposal, stakeholder interviews, a review of documents, in-depth analysis of the policy environment, and applied PPP models during these three months until the compilation of the final research report. The study limits its scope to this 3-month period ending in 2024 to understand the most recent developments, challenges, and perspectives on using PPPs to address Kampala's critical infrastructure needs. The knowledge emanating from this specific time frame will be useful to policymakers, city authorities, and private sector partners who are considering ways to better ensure that public-private collaborations in delivering infrastructure in the Ugandan capital are effective and sustainable.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0. Introduction

This chapter reviews the literature on private sector engagement in the public sectors to promote the PPPs, the case study being the engineering and technical services. The exact study objectives are employed to divide the chapter into sections. Each of the sections will summarize many current studies that are relevant and give opinions of different authors.

#### 2.1 The current legal, regulatory and institutional frameworks governing PPPs

Legal, Regulatory, and Institutional Frameworks of PPPs The success and sustainability in PPPs underpin a sound legal, regulatory, and institutional framework. Most recently, there is a growing recognition worldwide of the need to develop sound frameworks through which growth and implementation of PPP projects would be guided; Akintoye & Liyanage, 2022. At the legal level, many countries have enacted specific PPP laws or included PPP provisions into existing laws to give legality to these arrangements, defining the types of PPP models, outlining the roles and responsibilities of public and private partners, and putting in place procedures for project identification, selection, and procurement. It also contributes to the regulatory environment to define the development of projects, risk allocation, and stakeholder engagement through clear frameworks for project evaluation, contract negotiation, performance monitoring, and dispute resolution. Another important institutional framework involves the system that outlines the respective roles and responsibilities of different governmental agencies or public organizations involved in the process of PPPs, quite often through a specific PPP unit or agency. These play a very important role in providing the technical and financial expertise needed, helping to coordinate stakeholders, and in maintaining consistent implementation of PPP policies. The literature suggests that these legal, regulatory, and institutional frameworks are therefore effective to a degree largely predetermined by conditions such as political stability, bureaucratic capacity, transparency, and the existence of an enabling general environment. Critical factors that every attempt to motivate private sector participation and ensure successful PPP delivery of essential infrastructure and services must take into account. Y0897

The regulatory environment is relevant for creating the rules of the game that steer project development, risk allocation, and stakeholder engagement in PPPs. In any case, effective

regulatory frameworks have clear guidelines concerning project evaluation, contract negotiation, and performance monitoring mechanisms for dispute resolution and enforcement of contracts. These regulatory elements ensure that the processes for PPPs are transparent, accountable, and nondiscriminatory, with a predictable environment for private participation. In Kampala City, there are also some internal regulations and guidelines developed by the Kampala Capital City Authority to complement this legal regime at the national level. Literature has, however, evidenced that the level of consistency between KCCA's current regulatory approach and the greater Public-Private Partnership Act of 2015 remains a cause for concern. The actual implementation and coordination of the regulatory framework at the local levels have been identified to present some inconsistencies that could lead to either ineffective execution or governance of PPP projects in Kampala. The regulatory environment therefore needs to be strengthened both in terms of its content and coordination with the legal and institutional frameworks. It therefore follows that strengthening the regulatory environment is a very critical consideration in promoting successful and sustainable PPPs in the Ugandan context.

Institutional arrangements are equally seminal since these define the roles and responsibilities of different government agencies and public entities involved in the PPP process. The strong institutional frameworks normally include either a PPP unit or an agency that can undertake, among other things, technical and financial analyses, stakeholder consultation, and consistent implementation of PPP policy. Institutions play a very important role in managing the complexity of PPP project development and the interface with the private sector, maintaining coherence in the approach to PPP delivery. This may call for additional strengthening of the institutional mechanisms for managing and overseeing PPPs in KCCA and at various levels of government in Kampala. The literature indicates that the demarcation of roles and responsibilities, and coordination between KCCA and other government agencies like the national PPP unit, is possible in a manner that further enhances efficiency and effectiveness of the institutional framework for PPPs in the city. These arrangements must be crystal clear regarding roles complemented by formidable technical capacities for the effective and efficient performance of the PPP projects. Accountability and transparency are also increased when there are institutional clear arrangements.

Literature shows that contexts such as political stability, bureaucratic capacity, transparency, and existence of supportive legal environments feature importantly in how effective the PPP frameworks turn out. It is these wider contextual conditions that determine how viable or

sustainable the arrangements would be. The gaps and inconsistencies identified in legal, regulatory, and institutional frameworks guiding PPPs in Kampala's engineering and technical services sector have to be addressed if there has to be increased private sector involvement and value-for-money delivery of the much-needed infrastructure and services. These are factors such as political instability, weak administrative capacity, and lack of transparency that may undermine the implementation of PPP projects-even where formal legal and regulatory frameworks may be in place. Conversely, political stability, institutional capacity, and transparency in decision-making processes can make an enabling environment which engenders confidence in the private sector, thereby allowing for the efficient deployment of models of PPPs. It is important that these contextual factors be recognized and addressed, complementing the strengthening of specific legal, regulatory, and institutional frameworks for PPPs, for further improvement in the effectiveness and sustainability of PPP projects in Kampala's engineering and technical services sector.

## 2.2 Private Sector Stakeholder Perspectives and Experiences

The main concerns put forward by private sector stakeholders relate to risk allocation and management. Private firms are very much concerned with a clearly defined and well-balanced risk between the public and private partner, with means for mitigation and management of such risks. Uncertainty over appropriate risk allocation, which normally includes demand, construction, and regulatory risks, may stall private sector participation and undermine viability of PPP projects. It is often a fact that, except for some notable exceptions, private investors operators tend to be risk-averse and require a high degree of certainty to commit considerable resources to infrastructure-based or service delivery projects, most of which would have to be long-term by nature. They would want risks assumed in reasonable relationship with potential rewards and an appropriate share of the overall risk profile taken by the public sector partner. Where the risk allocation is perceived to be unfair or one-sided, it may signal an aversion on the part of the private sector to engage in PPPs, which would retard active participation on their part in this regard. It is for this reason that clarity, transparency, and mutual agreement become paramount in laying down the strategies of risk management so as to align interest between public and private stakeholders and create a conducive atmosphere for effective implementation of PPPs.

Private firms often complain about obscurity in decision-making, non-uniformity in the application of rules, and lack of access to information at the preprocurement stage. These

factors may constitute very serious entry barriers for private participants, as they impede the latter's capacity for adequate understanding of the requirements, assessment of risk and return, and competing in a non-discriminatory manner. Where the procurement process is neither transparent nor predictable, private firms may become discouraged from investing the time and resources needed for participation since the playing field is perceived as not level or that the actual eventual selection of the winning bid might be made on non-merit grounds. This can, over time, reduce the number of qualified private partners and diminish overall PPP competitiveness, thereby reducing the potential benefits that the public sector hopes to reap from the partnerships. It is, therefore, very important that these issues be addressed, and that procurement is made transparent, consistent, and open to all qualified private actors for further development of private sector participation and confidence in the PPP projects.

Literature shows that private firms are often concerned about frequent changes in laws and regulations, as well as ambiguity in the legal framework governing the PPP arrangements. This is where regulatory uncertainties increase the perceived risks and costs by private partners and may deter them from participation. Therefore, in cases of uncertainty in the regulatory environment, sometimes with dramatic changes in policies or laws, private investors and operators face huge challenges when appropriately assessing the long-term viability and profitability of a PPP project. This makes it quite hard to develop robust business plans and secure needed financing, and commit the substantial resources required. Ambiguity within the legal and regulatory framework can pose a number of problems in relation to the negotiation of contracts, the resolution of disputes, and other aspects of project management. Generally, a private party requires a clearly defined and stable rule, guidelines, and mechanism of enforcement that will provide them with sufficient confidence and certainty to enter into a PPP arrangement. Therefore, addressing these regulatory issues and creating a supportive, predictable, and clearly defined legal framework would be paramount in promoting more active participation of the private sector in investing in the projects. This is because this factor would raise the level of government's commitment to partnership with enhanced conditions for private firms.

Effective institutional arrangement and capacity from the public sector availability is another crucial factor considered by private firms in involving with the PPP projects. Private stakeholders, however, emphasize that a dedicated PPP unit or agency with adequate expertise and resources is relevant to the management of the process under PPP. KCCA (2022). When the institutional capacity of a public sector entity that is to lead in PPP

initiatives is not well placed, it may bring about serious challenges to private partners by causing delays, inefficiencies, and general mismanagement of the PPP project that increases risks and costs to private firms and undermines their confidence in the viability and sustainability of the partnership. Conversely, a PPP unit or agency that is both resourced and competent offers private partners an assurance in itself that the public sector will be adequately equipped to navigate the no doubt complex landscape of PPPs, furthering confidence in the private sector in the PPP framework and making them more willing to commit time, resources, and expertise to ensuring project delivery. It is for this reason that addressing this institutional capacity issue holds the key to ensuring increased private sector participation and the long-term success of the PPP arrangements.

The literature also shows that the private players consider clarity in communication, cooperation, and trust-building between the public and private sector players as significant factors leading to the success of PPP arrangements. Past positive experiences and good relations between partners will, therefore, go a long way in influencing the propensity of private firms to engage in these partnerships. Where there is a high degree of openness, free flow of information, and a collaborative style of working between the public and major private parties in a PPP project, it tends to breed the required mutual trust and understanding that such complex arrangements require to work. The resources and expertise of private firms are more likely to be forthcoming when the public sector is perceived as a reliable and trustworthy partner, committed to working together to realize the shared goals of the project; previous successful collaborations can enhance this further. A history of poor communication, adversarial relationships, or failed PPP projects will erode confidence and discourage the private sector from participating. It will, therefore, be relevant to develop an enabling environment for private sector investment and participation in the PPP ventures through regular dialogues, solving problems, and a shared vision of project results that promote a culture of mutual trust and cooperation. An elaborated set of strategies, policy recommendations, and best practices that may guide the stakeholders constitutes 2.3.

One of the leading themes which has emerged in recent literature is that a clear, stable, and well-defined regulatory environment in respect to PPP projects is very crucial. Researchers are unanimous in emphasizing the need for all-inclusive and PPP-specific laws, regulations, and guidelines that can provide private partners with the required certainty and confidence toward these long-term partnerships. More so, in order to secure the level of trust and credibility within the PPP system, the regulatory framework must be enforced reliably and

consistently. Secondly, the literature shows that "policy makers should regularly update the regulatory environment to meet the new emerging challenges and adopt best practices" while maintaining stability to avoid abrupt policy changes that often undermine private sector confidence Osei-Kyei & Chan, 2022.

Other key areas highlighted in the recent literature include the need to strengthen the institutional capacity of the public sector in managing the PPP projects. Various researchers have called for the establishment of a central PPP unit or an agency that would be equipped with the right technical expertise, the right resources, and the power to make decisions that could oversee the PPP project life cycle. Equally important will be investing in capacity building for public sector personnel through specialized trainings and knowledge-sharing programs that would further enhance their competencies in handling complex PPP arrangements. In the same vein, clear roles, responsibilities, and coordination mechanisms should be spelled out for various entities within the public sector involved in projects related to PPPs for better efficiency and reduced delays, as discussed by Oluwatayo & Amole, 2022.

Also, from the literature, there comes the understanding that the promotion of collaboration and, consequently, trust between the public and private partners is among the critical success factors in PPP arrangements. These are works by Oluwatayo & Amole, 2022; and Osei-Kyei & Chan, 2022. Generally, regular and open communication, along with full involvement of the private sector in projects regarding development and decision-making, and the establishment of formal platforms for dialogue and dispute resolution can help develop a collaborative working dynamic. On this basis, positive past experiences and successful PPP collaborations can also be used to assure the public sector's commitment and reassure trust in private firms, further enhancing their willingness to participate in partnership.

Moreover, the latest literature indicates the necessity of introducing appropriate mechanisms of joint risk-sharing and performance-based mechanisms able to align the interests and incentives of both public and private partners de-jure. These mechanisms would contribute to creating a sense of ownership and shared accountability for the risks and rewards of the PPP project and, therefore, are useful for the long-term sustainability and success of the partnership.

Literature has also indicated that it is prudent for the policymakers to implement a holistic and all-inclusive approach in addressing the concerns of the private sector partners since the different elements that are involved in driving the success of PPP arrangements are

integrated. In fact, addressing such major issues as the regulatory environment, institutional capacity, building collaboration and trust, and risk-sharing mechanisms comprehensively allows the policymakers to create an enabling environment that is more conducive to private sector participation and investment in PPP initiatives. This leads to the ultimate goal of enhanced likelihood of successful, sustainable project outcomes.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

This chapter discusses the research questions and introduces the process through which collection, analysis, and processing of the data to be collected and used in accomplishing the objectives of this research are carried out. Further, the chapter outlines the techniques to be used in implementing the research and gives insight into the quality of all means to be used throughout the process.

#### 3.1 Research Design

The cross-section research design approach will be adopted for the study. In this light, the study will adopt both quantitative and qualitative research approaches. Quantitative research approach will be adopted to analyze data involving statistical figures. For that reason, the researcher will adopt a qualitative approach as the results obtained are unbiased and can be generalized to the larger population. The qualitative research approach is mainly exploratory research used to gain an understanding of underlying reasons, opinions, and motivations and provide insight into the problem or help to develop ideas or hypothesis for potential quantitative research (Mugenda and Mugenda, 1999). A qualitative research approach is used to collect non-numerical data.

#### 3.2 Population of the Study

The target population for this research are employees of KCA, the public agency responsible for overseeing engineering and technical services within the city, and representatives from those private sector firms which have entered into PPP arrangements with KCA. The total population size is estimated at 52, comprising 32 employees of KCA and 20 private sector representatives. For representation, the Krejcie and Morgan table was used to determine an appropriate sample size, which is 44 participants. This sample will include various stakeholders from both the public and private sectors involved in these PPP initiatives for engineering and technical services under KCA.

#### 3.3 Sample Size And Selection

##### 3.3.1 Sample Size

A sample size refers to the total number of sub-elements or individuals that are randomly selected and assigned from a given population. According to Amin, 2005, this study shall comprise a population of 52 respondents.

Table 3.2: Sample size

Categories of respondents	Population	Sample size	DATA COLLECTION METHODS
Kampala Capital Authority (KCA) Employees	32	28	Questionnaire
Private Sector Representatives	10	8	Questionnaire
Regulatory and Policy Stakeholders	10	8	Questionnaire
<b>Total</b>	<b>52</b>	<b>44</b>	

### 3.4 Sources of Data

Primary sources: The primary data shall assist the researcher in having virgin and fresh data to determine the events. The researcher will directly reach the respondents through the different data collection instruments such as interviews and questionnaires.

Secondary sources: Review of related documents concerning the study, newspapers, online journals and textbooks will be utilised in a manner that the researcher is well equipped with the needed data that will facilitate the study.

### 3.5 Methods and Instruments of Data Collection

Data collection can be termed as the systematic process of gathering research data on a given phenomenon (Amin, 2005). In conducting the study, the researcher will utilise both primary and secondary sources of data collection.

#### 3.5.1 Questionnaire

According to Kumar (2005), a questionnaire is a written list of questions with the answers to be recorded by the respondents. The questionnaire contains sets of questions that will be answered through filling; after which, they shall be picked back for data analysis. In this study, data responses were collected through self-administered questionnaires covering aspects of the variables under study and accompanied by a five-point Likert scale response continuum, that is 5= strongly agree, 4=agree, 3=undecided, 2=disagree and 1= strongly disagree. This method of data collection shall be preferred in view of the fact that it gives a great degree of assurance to the anonymity and confidence of the research respondents.

## 3.6 Quality Control

### 3.6.1 Validity

The instrument's validity, according to Collis and Hussey, is the ability of the instrument to collect justifiable data, that is, truthful data. It measures what it is developed for. The objectives of the study will form the basis of constructing the questionnaire. These will be presented to the supervisor for content validity of the instrument-that is, ambiguity of question items and their relevancy. A pretest of the questionnaire on 10 respondents will be undertaken for the computation of the content validity index. Where the average percentage is found to be above 0.7 (70%), the content is considered valid. 3.6.2 Data quality control and management

Validity refers to the degree to which the instrument measures what it says it measures (Mugenda, 2003).

In the pre-testing of this questionnaire's validity, the study will adopt content-related validity through consultations with the researcher's supervisor and peers. The researcher will prepare questionnaires and present them before the supervisor for scrutiny and suggestions on the relevance, clarity, and suitability of information. These will then be discussed with the supervisor who will in turn give suggestions that will be incorporated into a final draft.

Reliability of the research instrument: This refers to the measure of the degree at which the research instrument yields consistent result data or data after repeated trials. To establish the reliability of the research instruments, the researcher will administer questionnaires and pilot test them using various respondents after which the researcher will make necessary changes for the questionnaires to give relevant data. 3.7 Ethical Issues.

A copy of the introductory letter from the University by the Faculty of education will be presented to ensure that the information obtained from research is for academic purposes.

The researcher will ensure that participation will be voluntary, and therefore will not force them. The researcher will also debrief the recipients before the data is collected from them. The researcher will cite all necessary documents used in this work to recognize their effort as far as the secondary data is concerned. 3.8 Limitations of the Study

Sample selection issues: Sampling errors may occur in that a probability sampling method will be used to select the sample because the sample does not emulate the general population or appropriate population concerned.

Insufficient sample size for statistical measurement: In undertaking any study, it is of importance that sample size is large enough to conclude a valid research result.

The sample may also be too small, it will be difficult to identify significant relationship from the data because statistical test requires large sample size to assure that the sample is considered representative of a population and the statistical result can be generalized to larger population.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.0 Introduction

The chapter is a section where data collected and analyzed was presented.

The topic of study was: Private sector engagement with the Public Sector in Promoting PPPs: A Case Study of Engineering and Technical Services under Kampala Capital Authority.

Below are some statistical findings based on data collected using questionnaires and interview guides. Data was collected from a total of 52 respondents, where 46 filled questionnaires. The findings are hereby presented in line with the objectives of the study whereby the raw data in form of questionnaires was edited and interpreted which ensured uniformity, legibility, and consistency. Data-filled questionnaires were copied and analyzed by tallying and tabling in frequency polygons while identifying how often certain responses occurred and later evaluation was done. The information was then recorded in terms of percentages in this study as illustrated below. 4.1 Response rate

Unlike expected, the study did not have a response rate of 100 percent, and thus the turn up is indicated in table 4.1 below.

**Table 4.1 showing the Response Rate**

Category	Target sample	Percent
MALE	26	56.5
FEMALE	20	43.5
TOTAL	46	100

*Source: primary data 2022*

According to the table above, the response rate was very good as it attained 100% results

#### 4.2 Demographics of respondents

This section includes cross cutting characteristics of all respondents involved in the study for instance, age, marital status and more.

##### 4.2.1 Age of respondents

The study respondents were from varying age groups as indicated in table 4.2.1 below.

**Table 4.2 showing age group of respondent**

Age group	Frequency	Percent
15-25 years	6	13.1
25-35 years	19	41.30
35-45 years	10	21.7
45-55 years	11	23.9
Total	46	100

*Source: primary data2022*

According to findings in the table above, it can be seen that majority of the respondents were in the age group of 25-35 years with 41.3%, these were followed by those in the age group of 45-55 years with 23.9% and the minority were between 15-25% years with only 13.1%.

#### **4.2.2 Marital status of respondents**

In this study, participants were from varying marital categories and these are indicated in table 4.2.2 below.

**Table 4.3 showing the marital status of respondents**

Marital status	Frequency	Percent
Single	6	13.04
Married	23	50
Divorced	7	15.21
Separated	10	21.7
Total	46	100

*Source: primary data 2022*

According to the findings in table 4.3 above, it was revealed that majority of the respondents were married and these represented 50%, they were followed by those who were separated – representing a total of 21.7% and the minority were those who were single who represented only 13.04%. This indicates that there is a lot of marital separation in the study area which was brought about by which craft in the region.

### 4.2.3 Education levels of respondents

Respondents who participated in the study were of different education levels as indicated in table 4.2.3 below.

**Table 4.4 showing the education level of respondents**

Level	Frequency	Percent
Primary	27	<b>58.6</b>
Secondary	13	<b>28.2</b>
Institution/ university level	6	<b>13.04</b>
Total	46	100

*Source: primary data2022*

From such statistics in the table above, it's obvious that the highest number of respondents was those of primary education representation of 58.6%, followed by those of secondary level with a representation of 28.2%, and the minority being institution level represented by 13.04. This indicated that people within the study area are emphatic about educating their children with the help of universal primary and secondary education that exists in the area.

### 4.3 The existing legal, regulatory and institutional frameworks governing PPPs

The statistics in table 4.5 below show the findings on this objective.

Responses were in the form of markings against statements concerning the respondent's degree of acceptance.

**Table 4.5: Current legal, regulatory and institutional frameworks governing PPPs**

Current legal, regulatory and institutional frameworks governing PPPs

Statements	SA		A		NS		D		SD	
	<i>f</i>	<i>%</i>	<i>f</i>	<i>%</i>	<i>f</i>	<i>%</i>	<i>f</i>	<i>%</i>	<i>f</i>	<i>%</i>
Government Officials	20	43.47	15	32.60	6	13.04	3	6.52	2	4.3
Private Sector Representatives	7	15.2	3	6.52	10	21.7	20	43.47	6	13.04
Civil Society Organizations	15	32.60	15	32.60	0	0	8	17.3	8	17.3
Academic and Research	25	54.3	15	32.6	0	0	4	8.6	2	4.3

Institutions											
Users or Beneficiaries of PPP	10	21.7	5	10.8	6	13.04	15	32.6	10	21.7	
Projects											
International Development Organizations	5	10.8	3	6.52	8	17.3	20	43.47	10	21.7	

#### 4.4 The views and experiences of private sector stakeholders (e.g., investors, developers, operators)

The statistics in table 4.6 below indicate the findings on this objective.

Responses were in form of ticking against statements in regards to the respondent's degree of acceptance.

The maximum positive view, represented by the responses of the majority of government officials, was 76.07% of the total, with 43.47% strongly agreeing and 32.60% just agreeing that the existing frameworks are adequate and suitable for their intent. It would thus seem that from a government official's perspective, the existing frameworks are considered adequate and work fine in supporting the ecosystem of PPPs.

On the other hand, analysis shows that there is a wide deviation on the level of agreement by the representative respondents from the private sector, where the majority, 56.51%, either disagreed at 43.47% or strongly disagreed at 13.04%, the suitability and effectiveness of the frameworks. This means that for the private sector stakeholders, assessment about current frameworks is very critical and sees many areas of improvements. In that sense, questions that came from civil society organization respondents received a closer-to-even response. Fully, 65.2% strongly agreed (32.60%) or agreed (32.60%), while 34.6% of the total disagreed (17.3%) or strongly disagreed (17.3%). This would suggest, at least for the civil society sector, a far more mixed view on the adequacy of existing frameworks.

Interestingly, most of the responses from the academic and research institution respondents were 86.9%, strongly agreed at 54.3%, and agreed at 32.6% that these frameworks are suitable and effective. This may indicate that assessments about the frameworks are more positive from the academic and research community when compared with some other stakeholders. Similarly, in the responses from user or beneficiary of PPP project respondents, a higher percentage of 32.5% strongly disagreed/ disagreed while another equal percentage of 32.5% strongly agreed/agreed with the current frameworks. This diversity of opinion is reflected in the responses from international development organization respondents, where a majority of 64.77% disagreed or strongly disagreed with suitability and effectiveness of the frameworks.

Table 4.6 Comprehensive set of strategies, policy recommendations and best practices that can guide stake holders.

Statements	SA		A		NS		D		SD	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Private Infrastructure Investors	30	65.2	10	21.7	0	0	4	8.6	2	4.3
Project Development Companies	10	21.7	10	21.7	5	10.8	15	32.6	6	13.04
Facility Operators and Service Providers	6	13.04	2	4.3	20	43.4	15	32.6	3	6.5
Public-Private Partnership Advisors	20	43.5	15	32.6			5	10.8	6	13.04

Statistics in the table 4.6 below show the results on this objective.

Responses were in the form of ticking against statements as regard the respondents' degree of acceptance.

A large majority of the private infrastructure investors questioned felt positive about the presented strategies, recommendations, and best practices-being either comprehensive and useful with 65.2% strongly agreeing and 21.7% just agreeing. This means that from a private infrastructure investor's perspective, the proposed frameworks meet with considerable acceptance and are thus perceived as valued guidance.

The responses from representatives of project development companies have been very different: even though 43.4% of respondents strongly agreed (21.7%) and agreed (21.7%) about comprehensiveness of strategies and recommendations, quite a high percentage had disagreed (32.6%) and strongly disagreed (13.04%), which may indicate that project development companies show more diverse assessments of adequacy of proposed frameworks.

The facility operators and service providers were more neutral, with 43.4% remaining unenthusiastic about the comprehensiveness of the strategies and recommendations. A fair percentage still disagreed, 32.6%, or strongly disagreed, 6.5%, to show that quite a good number in those stakeholder teamings are not in full support of the proposed frameworks.

On the other hand, 76.1% of the responding advisors to public-private partnership strongly agreed at 43.5% and agreed at 32.6% that the strategies, recommendations, and best practices that follow represent a comprehensive set and can effectively guide stakeholders. This optimistic assessment from advisory professionals instills confidence in the proposed frameworks.

Table 4.7 table showing Comprehensive set of strategies, policy recommendations, and best practices that can guide stake holders

Statements	SA		A		NS		D		SD	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
Policymakers and Regulatory Authorities	30	65.2	10	21.7	0	0	4	8.6	2	4.3
KCCA Leadership and Departments	4	8.6	5	10.8	0	0	9	19.56	30	65.2
Private Sector Partners	6	13.04	2	4.3	8	17.3	20	43.4	10	21.7
Industry Associations and Business Chambers	20	43.5	15	32.6	0	0	5	10.8	6	13.04

The statistics in table 4.7 below indicate the findings on this objective.

Responses were in form of ticking against statements in regards to the respondent's degree of acceptance.

The majority of policymaker and regulatory authority respondents (86.9%) expressed a positive sentiment, strongly agreeing (65.2%) or agreeing (21.7%) that the strategies, recommendations, and best practices presented are comprehensive and useful. This indicates that from the perspective of these key stakeholders, the proposed frameworks are well-received and seen as valuable guidance.

The responses from KCCA (Kampala Capital City Authority) leadership and department respondents were significantly more negative. A large majority (84.76%) disagreed (19.56%) or strongly disagreed (65.2%) with the comprehensiveness of the strategies and recommendations. This suggests that KCCA stakeholders have a critical assessment of the proposed frameworks and see room for substantial improvement.

The private sector partner respondents had a more divided perspective. While 17.33% remained neutral, a majority (65.1%) disagreed (43.4%) or strongly disagreed (21.7%) with

the comprehensive nature of the strategies and recommendations. This indicates that private sector partners are not fully satisfied with the proposed frameworks.

The majority of industry association and business chamber respondents (76.1%) expressed a positive view, strongly agreeing (43.5%) or agreeing (32.6%) that the strategies, recommendations, and best practices presented are comprehensive and can effectively guide stakeholders. This positive assessment from these representative bodies suggests confidence in the proposed frameworks.

## CHAPTER FIVE: DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

### 5.0 Introduction

This chapter provided the conclusion and recommendations of the study. Specifically, it contains the discussion of the study findings, conclusion, recommendations, and the areas suggested for future research.

### 5.1 Discussions of findings

#### 5.2 The current legal, regulatory, and institutional frameworks governing public-private partnerships (PPPs)

The analysis of perspectives and experiences related to the existing frameworks in support of the PPPs reflects large discrepancies across the different groups of stakeholders. It is observed that government officials are overwhelmingly optimistic, with a full 76.07% in agreement on the suitability and effectiveness of the existing frameworks. The overwhelming endorsement by this group signifies that policies and regulations support the ecosystem for PPPs appropriately and reflect confidence in the governmental structure and processes.

Quite to the contrary, private stakeholders expressed their disapproval: 56.51% showed disagreement with the functionality of the frameworks. This skepticism by the private stakeholders denotes that large gaps and omissions are observed in the current systems and that reforms are actually expected for investment and collaboration to be further smoothly engaged. This could also expose a potential disconnect in perception among government and private stakeholders about whether PPPs actually work. This negative perception from the private sector could emerge from experiences with bureaucratic hurdles, lack of transparency, or a lack of incentives for private investment that would stand out as deterrents to engagement and collaboration.

Civic society organizations had a more balanced presentation, with 65.2 percent feeling agreement in this respect, against 34.6 percent feeling otherwise. This represents a fair degree of confidence in the frameworks but at the same time raises concerns with regard to their applicability and effectiveness for meeting the needs of the greater good, including those from marginalized communities. The variability in the civil society responses speaks volumes about having inclusive dialogue on the effectiveness of the frameworks, as most of these organizations often represent the voices of those impacted by the PPP projects themselves.

This is in contrast to the academic and research community, which was highly supportive, with 86.9% agreement on the suitability and effectiveness of the frameworks. They may have viewed the frameworks against a more theoretical backdrop of being consistent with best practices and international standards. In so doing, such optimism may not wholly reflect the practical challenges by other stakeholders-particularly, those who would be actively engaged in the implementation or direct beneficiaries of such PPP projects.

User or beneficiary responses were remarkably split, with equal percentage points for negative and positive views on the frameworks. This split suggests that for every beneficiary who might benefit from the frameworks, there may be another encountering some deficiency or inefficiency that impacts their involvement in PPP projects. The international development organization responses further solidify this critical view of the private sector, as 64.77% of the respondents disagreed that the frameworks are effective. This skepticism could be related to experiences in other regions where the success of PPPs was lower, and therefore, to find better effectiveness of such partnerships, adaptations do need to occur in specific contexts.

5.3 The Full set of strategies, policy recommendations and best practices that may guide the stakeholders.

It then conducts an analysis of stakeholder responses with regard to the sufficiency of the different proposed strategies, recommendations, and best practices of PPPs across sectors. The response from private infrastructure investors was very positive, considering that 86.9% of the respondents agreed that the frameworks presented are comprehensive and of much value. This overwhelming endorsement from private investors demonstrates confidence in the proposed guidance; there is likely effectiveness in these frameworks to address their needs and expectations, hence encouraging further investment in the infrastructure projects.

Response from the project development companies was rather mixed since only 43.4% strongly agreed/agreed to the comprehensiveness of the strategies while 45.64% disagreed. This divergence indicates a lack of consensus within the group, suggesting that the development companies have different experiences or perhaps expectations from these frameworks. Their critical view could emanate from particular problems they are experiencing in implementation or from a feeling that the proposed strategies are not adequately attuned to the complexity of project implementation on the ground.

While service providers and facility operators are more neutral, 43.4% never took a position for or against the comprehensiveness of the strategies and recommendations, whereas 39.1% are against them. This may point to the fact that a relatively higher proportion of this category does not actually believe in the frameworks being proposed. Such neutrality could be indicative of uncertainty as to how the strategies will be put into practice or clarity on relevance to contexts of operation. Targeted engagement and frank discussion of issues at hand can help reduce these concerns and make the proposed frameworks more acceptable to facility operators and service providers.

The responses from the public-private partnership advisors were mainly positive, with 76.1% responding positively to indicate agreement with the effectiveness of the strategies and recommendations. High confidence in the strategies by the advisory professionals indicates that they find these frameworks competent and strong enough to serve the needs of the stakeholders. This could also mean that this recommendation signifies how the best practices have been captured by the frameworks and that they are going to help the public and private sectors to work even better.

5.4 Detailed suite of strategies, policy recommendations, and best practices that can inform stakeholders

From the responses of stakeholders regarding the proposed strategies, recommendations, and best practices for PPPs, there is quite an interesting contrast across categories of respondents. Fully 86.9% of all policymaker and regulatory authority respondents strongly agreed or generally agreed that the frameworks are comprehensive and useful. This unanimous endorsement from either side of the respondents suggests that these major stakeholders perceive the proposed guidelines to be effective tools to enhance their operations at streamlining the efficiency of PPPs, hence responding positively to their objectives and regulatory mandates.

The leadership and departmental representatives' response from KCCA was generally negative, with 84.76% disagreeing and strongly disagreeing that the strategies were not comprehensive. This critical review thus suggests that KCCA stakeholders perceive the proposed frameworks as lacking in most key aspects, thus requiring significant improvement. The skepticism among the stakeholders might come from some challenges on the ground that the strategies may face in the local context, indicating a gap between the proposed strategy and its implementation in urban governance.

The private sector partner respondents were divided: 17.33% remained indifferent, whereas a majority of 65.1% were in disagreement on the comprehensive nature of the frameworks. This appears to indicate that the strategies proposed generally did not satisfy the private sector partners and may further indicate their skepticism about how such recommendations might be applied or put to work in the world. They might still criticize because, from experience, in the past they have witnessed how frameworks did not become workable solutions and had to be complemented by further discussions as part of their needs and expectations.

## 5.2 Conclusions

The findings of this research pointed out considerable differences in the perception of stakeholders with respect to the strategies, recommendations and best practices being advanced for PPPs. The response from the policymakers and regulatory authorities, who were 86.9%, was that these frameworks were comprehensive and therefore useful. On the contrary, views expressed by the leaders at KCCA were highly critical, where about 84.76% of them claimed the proposals had big gaps. Such a critical perspective may be interpreted as a desire to change major revisions in respect of particular challenges experienced in urban governance. Additionally, 65.1% of the private sector partners felt let down and stressed the need for more customized solutions that capture their real operational environments. Industry associations and business chambers trusted the frameworks; hence, 76.1% agreed they were effective at guiding the actions of stakeholders. Overall, these findings emphasize the need for further discussion and development of the proposed frameworks through consultations with all the stakeholder groups in order for them to be all-inclusive but at the same time pragmatic, and hence successful pursuit of public-private partnerships with an ultimate objective of upgrading infrastructure development and service delivery.

### 5.3 Recommendations

With a view to addressing gaps in the perception of stakeholders on the proposed frameworks on PPPs and improvement in their overall effectiveness, some key recommendations go as follows. Consultations and engagements with KCCA leadership and private sector partnership will be instrumental in the understanding of their respective concerns and operational challenges. These workshops and focus groups will provide an ample opportunity for dialogue that will ensure valuable contributions in the form of suggestions and ideas for further refinement of the frameworks. This way, the proposed strategies will conform to the real situation on the ground as far as urban governance and private sector operations are concerned. These frameworks should, therefore, be tailored to respond to various needs through the development of specific guidelines or modules that will address peculiar challenges that KCCA and the private sector partners face, making them adaptable and not a one-size-fits-all approach. Emphasizing capacity building and training programs for all the stakeholders involved in PPPs is also important; best practices, project management, and collaboration techniques can bring improvement in understanding and enhance implementation. Secondly, necessary mechanisms for periodic monitoring and evaluation of these frameworks should be provided; periodic feedback from stakeholders will enable continuous improvement and adaptation based on practical experiences and outcomes which keep the frameworks updated and effective in the longer run. Finally, there is a need to engender transparency and accountability in the entire PPP process; the establishment of clear communication and reporting mechanisms would thus go a long way in creating trust among various stakeholders for increased participation and collaboration. In this regard, the frameworks have been able to ensure that all parties are well-informed and held accountable to realize truly productive partnerships that could result in successful infrastructure development and service delivery. Their implementation will provide an inclusive, efficient framework for public-private partnerships, thus further strengthening the collaboration for the benefit of the community.



(c) Divorced (d) separated

Others specify.....

3]. Level of education

- Primary
  
- Secondary

3. Institution/ University level

If others specify.....

**SECTION B**

The current legal, regulatory, and institutional frameworks governing public-private partnerships (PPPs)

Statements	SA		A		D		SD		NS	
	<i>F</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<b>F</b>	%
Government Officials										
Private Sector Representatives										
Civil Society Organizations										
Academic and Research Institutions										
Users or Beneficiaries of PPP Projects										

International Organizations	Development									
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### SECTION C

The perspectives and experiences of private sector stakeholders (e.g., investors, developers, operators)

Statements	SA		A		D		SD		NS	
	<i>F</i>	%	<i>F</i>	%	<i>F</i>	%	<i>f</i>	%	<b>F</b>	%
Private Infrastructure Investors Project Development Companies										
Facility Operators and Service Providers Public-Private Partnership Advisors										

### SECTION D

Comprehensive set of strategies, policy recommendations, and best practices that can guide stake holders

Statements	SA		A		D		SD		NS	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	F	%
Policymakers and Regulatory Authorities										
KCCA Leadership and Departments										
Private Sector Partners										
Industry Associations and Business Chambers										
Development Partners										

THANKS YOU SO MUCH

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