

**PUBLIC PRIVATE PARTNERSHIP AND DEVELOPMENT IN
LOCAL GOVERNMENTS: A CASE STUDY OF
MASINDI DISTRICT, UGANDA**

BY:

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF HUMANITIES AND
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DECLARATION

I, **Ngabire Rehema** hereby declare that this is my original work and has never been presented for any academic award to any University.

Signed.......... Date.....12-09-2018.....

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APPROVAL

This to certify that this Research Report entitled *Public Private Partnership and development in Local Governments; a case study of Masindi District, Uganda* has been written under my guidance as a supervisor.

Signature.....

Date.....12.09.2018

Dr. Oketch Christom

Supervisor



DEDICATION

This work is dedicated to my dear parents Mr. Ismail Butaare and Mrs.Kiiza Beatrace. Thank you for your unreservedly support to me in the course of my studies from Primary up to University. My sisters; Nalubwama Aisha, my brother; Mutabazi Abdu Karim and my friend Namusisi Kevin. Thank you for your support, may God bless you.

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ABSTRACT

Public Private Partnerships is a mechanism for government to procure and implement public infrastructure and/ or services using the resources and expertise of the private sector. These are also employed at local government level to enhance development. The following proposed objectives firstly assessing the level of awareness, secondly identifying ways to promote Public Private Partnership and finally identifying potential challenges impeding the implementation of Public Private Partnership at Masindi District local government. Quantitative analysis technique was used in analyzing and interpreting the data. Data from direct fieldwork observations and the use of questionnaires provided relevant information for analysis. The Statistical Package for Social Sciences analytical tool was used to analyze the data gathered from the survey.

Findings reveal that Public Private Partnership is employed at Masindi District local government quiet often in the area of development. Corporate Funding Mechanism is often used. Masindi District local government authorizes a project but the key challenge is Bureaucracy which creates a long bureaucratic process for Public Private Partnership at Masindi District local government have not been at their best and therefore need to be improved, however Public Private Partnership has contributed significantly to achieving Developmental goals of Masindi District local government. Recommendations are Simplifying bureaucratic processes of Public Private Partnership, Time involved in the process of Public Private Partnership should be reduced, Feasible and workable Public Private Partnership should be employed as well as create and achieve more development.

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CHAPTER ONE

INTRODUCTION

1.1 Background of study

The World Bank explains Public-private partnerships as a tool that governments use in procuring public infrastructure or services by patronizing the resources and expertise of the private sector. In cases where the government is having lack of infrastructure and requires additional efficient services, the government results to a partnership with the private sector that is aimed at helping create new solutions and provide financial resource. The skills and resources of the public and the private sectors are merged in Public Private Partnerships via the sharing of risks and responsibilities. This goes a long way to enabling governments benefit from the expertise of the private sector, while also allowing them to focus rather on the planning, regulation and policy. This is done by delegating day-to-day operations to the private sector. For one to achieve a Public Private Partnership, it is essential that there must be a careful analysis of the long-term development objectives and risk allocation of the partnership. (World Bank, 2015)

The issue in those times comprised of a growing need for public infrastructural development just as in Hong Kong and a lack of available public funds to finance this need. As a result, a new initiative took place which is the Private Finance Initiative. This initiative has the purpose of providing additional funds for public infrastructure projects. Also on the other hand these countries like Australia don't have such an issue. They on the other hand are capable of financing their projects by themselves but they still choose to involve the private sector for the possibility of achieving additional value (Cheung et al., 2009).

Hong Kong and Australia involve private partners into the procurement of public services with the aim to ensure better quality of services. This, on the other hand, does not seem to be the prioritized reason for the PPP development in the United Kingdom, which emphasizes the point that reasons to implement Public Private Partnership depend on the circumstances surrounding countries economic and political environment. But in most countries the choice to employ PPPs is as a result of financial reasons which include lack of public funds and restricted public investment. These reasons get amplified during tight fiscal environments following the development of the European Monetary Union", 2004) is considered as due to this European countries experience difficulties in organizing large investment sums to finance public infrastructure projects from the public funds only.

The concept of Public Private Partnership has recently gained popularity in some industries. This interest is however growing as a result of the changing behaviors and expectations of the society towards the public services and the government (Grimsey and Lewis, 2004). Most people expect the government to do more by providing all the public services they patronize. The provision of these public services requires more efficient use of fund.

Public Private Partnership is seen as a procurement mode that may satisfy these changing needs considering the factors discussed. However these partnerships are not „miracle solutions that can in totality solve the problems of the conventional procurement. The use of Public Private Partnership is most often complicated and cost intensive and therefore only particular projects may qualify for the use of Public Private Partnership (Meidute and Paliulis, 2011; Harris, 2004; European Commission, 2003).

1.2 Problem Statement

Public Private Partnerships is a mechanism for government to procure and implement public infrastructure and/ or services using the resources and expertise of the private sector. These are also employed at local government level to enhance development. These researcher therefore sought to assess ways Public Private Partnership can enable Masindi local government achieve accelerated development. Thus researcher investigates on this topic of study.

1.3 Purpose of the Study

The general objective was to examine effect of Public Private Partnership on developmental objectives of Masindi District Local Government-Uganda.

1.4 Objectives of the Study

- a) To assess the level of awareness of Public Private Partnership on development of Masindi District Local Government
- b) To identify ways to promote Public Private Partnership on development of Masindi District Local Government
- c) To identify challenges facing the implementation of Public Private Partnership in Masindi District Local Government, Uganda.

1.5 Research Questions

- a) What is the level of awareness of Public Private Partnership on development of Masindi District Local Government?
- b) What ways are used to promote Public Private Partnership on development of Masindi District Local Government?
- c) What are the challenges facing the implementation of Public Private Partnership in Masindi District Local Government, Uganda?

1.6 Scope of the Study

The study was delimited to public private partnership practices at Masindi Local Government. The study was further delimited to Finance and Audit Department, Procurement Department, Planning, Budget and the Coordinators of Masindi Local Government.

1.6.1 Time Scope

The study was done for a period of three months from April 2018 to July 2018

1.6.2 Geographical Scope

The study was carried out at Masindi found in Mid-western Uganda in Bunyoro region

1.7 Significance of the Study

- 1) The study will help the institution to establish the relevance of involving all the stakeholders in the entire public private partnership.
- 2) The study will be of the importance in assisting the organization establish the limitations to effective public private partnership. This will help the organization to check on such limitations.
- 3) Also, the findings of this study will contribute to the knowledge base that is helpful for further researches, scholars and professionals in the field and for future references.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains reviews of previous studies relating to the topic under study to inform the current researcher on researches and findings that has been found. For every study it is important, Literature review is important because: “Knowledge does not exist in a vacuum and your work only has value in relation to other people. Your work and your findings will be significant only to the extent that they are the same as, or different from, other people’s work and findings” (Jankowicz, 2005 as cited by Anon, 2009).

2.2 Level of awareness of public private partnership

Even though the general view is that deregulation goes hand in hand with the introduction of privatization and PPP policies (Mitchell-Weaver and Manning, 1991; Rosenau, 1999), in reality, it only is the first step. After a deregulation process, which is mainly concerned with reducing direct public intervention, a process of reregulation takes place. This second process rationalises the introduction and increased use of private enterprises (Appuhami et. al., 2011). The process of reregulation, which can be referred to as establishing a regulatory framework, influences the government application of the policy. For instance, it ensures the transparency and fair enforcement of government policy, holds contractors accountable for performance and facilitates monitoring processes (Kulshreshtha, 2008).

Hence, establishing an appropriate regulatory framework stands out as an essential component of building sustainable partnerships, and its absence results in a major challenge to the implementation of PPPs, which generally is the case in many developing countries like Turkey. The term regulatory framework implies two features. First, the World Bank recognizes the establishment of an independent unit, which facilitates and promotes Public Private Partnership, as a major component of the regulatory framework (World Bank/PPIAF, 2007).

Second, national policy and guidelines are the other substantial components of the regulatory framework of a country (Abdel, 2007). The former enables a coordination to be procured between the government agencies, and in most cases prevents political interference. The latter, on the other hand, sets out the conditions for certain important aspects such as optimal risk allocation, public sector comparator, dispute resolution and value for money assessments. If we

turn back to our two example cases we can observe that in the UK these principles have been adopted and implemented successfully (Appuhami et. al., 2011). HM Treasury has adopted various guidelines to clarify the conditions for both sides. As the UK is a common law jurisdiction, unlike civil law jurisdictions (like most continental European countries), there is no law or codifying piece of legislation that sets out a comprehensive framework for PPPs. However, all provisions are identified in the contracts and these contracts comply with the requirements set out in the guidelines.

Moreover, there is a quasi-independent unit, Partnership UK, which has the knowledge and authority to supervise PPPs. This unit works in compliance with the HM Treasury. In Turkey, on the other hand, there are numerous laws that frame and control PPPs. This results in different perceptions and implementations, and hinders the ideal environment to be formed for private sector participation. What is missing is an overarching guideline or law to coordinate these independent laws and regulations and set forth a transparent

Afyon Kocatepe Üniversitesi, İİBF Dergisi (C. XV, S. II, 2013) and coherent regulatory framework. Even though the government has made an attempt in 2009 to put into force an overarching law, to date this has not been achieved. Furthermore, similar to other member states, Turkey has to take into account the regulations and guidelines accepted by the EU. In the European Commission guideline for successful Public Private Partnership, there is an explicit emphasis on the importance of having coherent legislation and establishing an independent unit (European Commission, 2003). Turkey, on the other hand, has a rather complex network of regulatory bodies and legislation. Hence, in line with international good practices and the EU regulations, Turkey will have to pay special attention to the issues of establishing a sound regulatory framework.

It is important to note that Public-private partnership concept is widely patronized and implemented in the area of public procurement and to some extent lacks both clarity and a single definition (Meidute & Paliulis, 2011). Also there are no clear boundaries for distinguishing what partnership is assumed to be a Public Private Partnership or a form of a traditional procurement therefore leading to some form of confusion within the international experiences and in academic literature also. Public Private Partnership is not a new concept and not a new phenomenon though it sometimes may be perceived as such for its recent patronage and popularity. The growing interest is mostly because of the changing characteristics and expectations of our

dynamic society towards the government and public service sector (Grimsey and Lewis, 2004). These days our society expects to see the government in the position that assumes more of a governor's status and regulator rather than being the direct provider of public services. Also it requires that infrastructure of better quality with a more efficient provision of public services and better use of public money. Considering all these, PPPs have seen as a procurement mode that may facilitate these dynamic needs (Meidute and Paliulis, 2011).

2.3 Ways of promoting public private partnership and development

Public Private Partnership can be said to be a form of Private Sector Involvement where a partner from the private brings its commercial innovation, capital and skills into the delivery of the services which the government is initially responsible for providing. But this definition only caters for a part of the broad concept of Public Private Partnership. It is to some extent very much acknowledged in literature that there is no clear definition for the term Public Private Partnership that will cover all the essential aspects of the diverse relationships these partnerships consist of (Daube, Hodge & Greve, 2007; OECD, 2008).

Weihe (2006) states that the concept of Public Private Partnership “allows for great variance across parameters such as time, closeness of cooperation, types of products/services, costs, complexity, level of institutionalization as well as number of actors involved”, therefore almost any kind of the Public Private Partnership relationships that comprises the private and the public sector (whether a joint venture or a service contract) can be referred to as a public-private partnership (PwC, 2005).

To be able to make distinction between the varieties of definitions available, Weihe (2006) in his effort to classify the different partnerships into 5 categories categorized them as Infrastructure, Governance, Local regeneration, Development and Policy approaches.

The first and second approach identified are quiet similar. This implies that the Policy approach and the Local Regeneration approach are similar due to the Public Private Partnership concept as having a diversified definition that covers many changes and dynamisms in policies of economic
7 renewals, environment, instructional and developmental set up. The difference that exists

between the two approaches is that the local regeneration approach focuses on the local level while policy approach also focuses on the national level. The main differentiating point foremost between PPP and traditional procurement is that in Public Private Partnership, usually risks are shared between the private and public partners but in a typical 8 conventional procurement a chunk of the risk is taken by the government or public sector (OECD, 2008; European Commission, 2005).

Where the government will retain title of the land and lease it to the private consortium over the life of the concessionary agreement (Levy 1996). Also a single contract is awarded for the design, construction, and operation of a capital improvement and the title to the facility remains with the public sector unless the project is a design/build/operate/transfer or design/build/own/operate project. The method of contracting is contrary to the separated and sequential approach ordinarily used in the United States by both the public and private sectors. This method involves one contract for design with an architect or engineer, followed by a different contract with a builder for project construction, followed by the owner's taking over the project and operating it.

A simple design-build approach creates a single point of responsibility for design and construction and can speed project completion by facilitating the overlap of the design and construction phases of the project. On a public project, the operations phase is normally handled by the public sector under a separate operations and maintenance agreement.

The approach includes an expansion or rehabilitation of an existing facility. Thus in this case the government in partnership sells the asset to the private party or sector, which then effects the improvements necessary to operate the facility in a profitable manner. This approach is a method that enables relieving the consortium of the furnishing high cost insurance required by the project during operation of the facility (Levy, 1996).

Also in Joint ventures the public sector and private sector jointly finance, own and operate the facility or asset (Grimsey and Lewis, 2004). This is where all or a substantial part of all the risks associated with funding, developing and operating the facility are taken up by the private sector and the facility is given on lease to the public sector (Sapte, 1997). In the case of a lease or

purchase, an installment form of purchase contracted. This approach is a model where the private sector finances and builds a new facility which is afterwards leased to a public sector or agency. The public sector then gives scheduled lease payments to the private party. The public agency accrues equity in the facility with each payment. When the end of the lease term arrives, the public agency then assumes ownership of the facility or purchases it at the cost of any remaining unpaid balance in the lease.

The general objective of procuring a public sector project via a Public Private Partnership approach is to gain value for money (VFM) (Grimsey & Lewis, 2004; Harris, 2004; Shaoul, 2005) which as Grimsey and Lewis (2005, p. 347) argue is “the optimum combination of whole life cycle costs, risks, completion time and quality in order to meet public requirements”. This definition is concurrent to the one implied by the European Commission (2003, p.55) that identifies the set of factors that determines the value for money: allocation of risks, life cycle costs, time required to implement a project, ability to generate additional revenues and the quality of a service.

In following this, a general principle is used to determine whether a project should be implemented via a PPP or by a traditional procurement approach to evaluate which procurement mode ensures lower life cycle costs, quicker implementation, and better allocation of risks, higher quality and additional profits. Thus additional value for money represents additional efficiency gains, delivering or maintaining the same service or asset in a more cost efficient or a more qualitative way than it would have been if the government retained the full responsibility for delivering or maintaining the service or asset concerned (EIB, 2004; Meithedute & Paliulis, 2011; Nisar, 2006).

Grimsey and Lewis (2005) stated that the value for money gains can only be achieved if the following conditions are present: a competitive environment, optimal risk allocation and if the comparison between the financing options is handled in a “fair, realistic and comprehensive” way. Moreover, when enquiring of PPP’s capacity to provide additional gains, you will have to consider the qualitative benefits of Public Private Partnership whether they are achievable and whether they really provide the benefits expected. It is necessary to crosscheck if the private

partner has the ability to bring in skills that the government lacks and whether it has the expertise and know-how essential to operate more efficiently compared to the government (PwC, 2005).

The properly constructed Public Private Partnership involve the benefit of bringing better value for money compared to the traditional procurement approach. Delivering projects on time and on budget set (Meidute and Paliulis, 2011) are two of the most important advantages that are hidden under the concept of value for money. A study was conducted by the UK National Audit Office (2003) the study revealed that from all conventionally procured projects, most comprising 70% were delivered late and as much as 73% with costs exceeding the initial budget (data of 1999), whereas only 22% of PFI projects were late and only 24% delivered project in excess of the budget (data of 2002).

Open competitive Tendering is the most used and the most recommended procedure which was revealed by a survey made by Zhang (2004) as simple as calls for bidders to be pre-qualified as well as the calls for tenders of qualified bidders. Thus three main phases can be distinguished in the tendering procedure (Tiong and Alum, 1997):

The Kepnoe-Tregoe technique by Zhang et al. (2002) is based on the distinction between must and want criteria. Thus the former are “on-off” criteria where all proposals that do not satisfy all conditions must be rejected. The other bids are then evaluated on want criteria where a committee deliberates and chooses the sponsor that best meets their requirements. The limit of this method is the discretionary power of the decision makers in distinguishing must and wants factors. The LPVR theory entails awarding the bidder with the lowest price and letting the bidder operate the concession until the budget value of the project is obtained. Some of these methods may be recalled in the classification style or method offered by Zhang (2004).

2.5 Challenges facing implementation of public private partnership in Local Government

These countries generally have a rather weak regulatory framework, which makes it even harder to form this collaboration. Furthermore, as developing countries are generally in a lack of capital, Public Private Partnerships are seen as an opportunity to finance large-scale economic infrastructure projects. In these countries, the involvement of Public Private Partnership in social policy areas is quite limited.

Last, as expected, in this study it was also implicitly put forth that, these main findings about Public private partnership in developing and developed countries, are somewhat related with each other. This can be summarized in the following few sentences: As the development level of a country improves, the Public Private Partnership policy is canalized towards micro issues. Governments complete fundamental infrastructure needs, such as transportation, energy and water supply, and then they are more concerned with enhancing the quality of life through maintaining these economic infrastructures, as well as improving social infrastructures. On the other hand, Public Private Partnership related with the development of social infrastructure, cannot be formed through traditional Public Private Partnership, such as concessions, and hence Public Private Partnership take more collaborative forms, which eventually become a common practice of the country. Regulatory framework always is a substantial component of Public Private Partnership policy; however, as Public Partnership Partnerships become more collaborative, regulations become more important in ensuring the accountability and the transparency of the system. Afyon Kocatepe Universities, İİBF Dergisi (C. XV, S. II, 2013)

Financial reasons (including risk diversification, 7 studies): in a substantial amount of the reviewed case studies PPP is implemented because the local government doesn't have enough resources to carry out a task alone: the government of Pakistan decided to implement Public Partnership Partnership in education because they did not have the resources to "accomplish the gigantic task of providing quality education and meeting the targets of the Millennium Development Goals" alone (Malik, 2010).

The Lebanese government considered PPP in telecom because they wanted to reform public enterprise but lacked financial resources (Jamali, 2004). In their case studies on Chinese subway Public Private Partnerships De Jong et al. (2010) state that the use of Public Private Partnership in (large) infrastructure projects has mainly risen because the government has insufficient financial resources: "In many cases local officials believe that only funding from the private sector can fill the immense gap between the limited presence of public resources and rapidly growing sustainable urban infrastructure needs." (de Jong et al., 2010).

Risk diversification is also mentioned as a motive to implement Public private Partnership. For example the PSOM (Cooperation Emerging Markets) Public Private Partnership which was implemented to "encourage investment project that would otherwise not have been carried out because of the high product/market risks" (Triodos Facet, 2010).

Development reasons: the realization of (Millennium) development goals or certain international standards is mentioned in 3 of the 18 studies as reason to implement Public Private Partnership: the government of India implemented ICTD to distribute the benefits of the IT sector in rural regions and make more persons e-literate (Kuriyan and Ree, 2008). In their review on Public Private Partnership in tuberculosis research (not in summary table) Dewan et al. (2006) mention that “collaborations between the public and private health sectors, or public-private mix, may be an important solution to the problem that diagnosis, treatment, and reporting practices often do not meet national or international standards for tuberculosis.

Market failure means that private firms fail to innovate and “ensure continuous improvement in product and process development” (Pfisterer et al., 2009) – because this is not profitable for them. This kind of market failure is also addressed by Grace and Duce (2011). In their review on drug development Public Private Partnership in developing countries. They state that Public Private Partnership is implemented because “the private parties on their own do not invest enough in diseases that are especially occurring or have a different disease patterns in developing countries, because for these medicine research [Aids, TB and malaria] is needed that is hardly relevant for developed countries” (Grace and Duce, 2011)

Government failure means that the government fails to “secure accountability between decision makers and horticulture industry” (Pfisterer et al., 2009). A PPP can effectively address these failures. Ideological/political reasons (3 studies): Kuriyan and Ree (2008) mention that PPPs has gained support in the 1990s “because of the international environment that strongly supported economic liberalization and less state intervention.” Kuriyan and Ree (2008) mention that ICTD-PPPs in India were also enforced because “the state was trying to make visible its attempts to accommodate the rural electorate.” Furthermore Kruesmann and Timmerman (2009) note (in their short review of the Womens Health Initiative, a PPP to “improve reproductive and maternal health for woman and girls in India”) that in India “the government acknowledges that partnerships with the private sector -both the for-profit and non-profit- are important to attain public health goals and to improve the health delivery system” (Kruesmann and Timmerman, 2009)”

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The research methodology described the population of the study and the various instruments of data collection that were employed in conducting the research. The main sources of data that the researcher used to gather information are the primary and secondary sources of data.

3.1 Research Design

The study employed cross-sectional survey design and descriptive correlation research design. The study adopted a survey research design because data was collected from respondents at a particular time. This survey research design according to Amin (2005) it was helpful to the researcher to attain systematic data from a sample. Correlation was necessary to explain relationship between variables. Purposive sampling was used to ensure that the respondents have equal chances of being selected to participate in this study. Quantitative and qualitative approaches were used because it helped to ensure that data collected was quantitatively analyzed and descriptively interpreted.

3.2 Study population

The study population comprised of 58 respondents drawn from the technical staff of Masindi District Local Government, from the department of procurement (10), administration (20), finance (10), engineering (05), councilors (10), human resource (03) and all other user department.

3.3 Sample size

The sample size of the study were determined according to Slovene's formula of sample determination.. The Slovenes formula was used to determine the minimum sample size.

$$n = \frac{N}{1 + N(0.05)^2} = \frac{58}{1 + 58(0.05)^2} = \frac{58}{1 + 58 \times 0.0025}$$

$$n = 50$$

therefore population of 58 were zeroed down to a sample size of 50 respondents

With n =number of sample
 N =total population
 e =level of significance 0.05

Table 1: Table for determining simple size from a given population

Respondents	Population size	Sample size	Technique
Procurement	10	08	Purposive sampling
Administration	20	18	Purposive sampling
Human resource	03	03	Purposive sampling
Engineering	05	05	Purposive sampling
Finance	10	08	Stratified sampling
councilors	10	08	Simple random
Total	58	50	

Source; Morgan Peter K, (1997)

3.4 Sampling Techniques and Procedures

The participants in the study were selected using purposive sampling method and simple random. Purposive sampling was best because it involved selecting participants that posse the required characteristics and qualities as defined by the researcher (Gay, 2006).

3.5 Data Collection Sources

The researcher used both primary and secondary data sources.

3.5.1 Primary Data

Primary data was source of data generated from respondents using questionnaires and interview guide to get opinions, views and suggestions of the respondents at Masindi District Local Government.

3.5.2 Secondary Data

Secondary data sources was kind of information that the research study used which was already published in regard to the study topic. It included all written, audio and visual information that

was readily available on the study. This included information from text books, internet, newspapers, reports, brochures and news prints are used in the study.

3.6 Data Collection Methods

The researcher used questionnaires, interviews as the major data collection methods used to get first hand information.

3.7 Research Collection Instruments

3.7.1 Questionnaire

This is the main data collection tool. It consisted of questions that are set in relation to the research objectives so as to get the real answers to the set research questions. These were administered to the Management of Masindi District Local Government. The questionnaires were used because they are easy and convenient to use in collection of data from busy respondents.

3.7.2 Interviews

For the purposes of obtaining deep-rooted and concise data, the researcher used interviews. These were conducted in a period of 30 minutes per selected respondent. The researcher based on an interview guide.

3.8 Ethical consideration

The researcher were given introduction letter from Department of Public Administration Kampala international University and which she presented to the management of Masindi District Local Government. To approval by the authorities at the sector, the researcher was given acceptance letter then start administering the research tools in their organization and community. The researcher fast conducted interviews and then distributed questionnaires to respondents. After 2 days she then collects, filled questionnaires.

3.9 Validity and Reliability

3.9.1 Validity

Validity is the ability of the research instrument to measure what it aims or is supposed to measure. According to Amin (2005), the research instrument must be appropriate for the study

objectives to be achieved. The researcher consulted and discussed validity of instrument with colleagues and supervisor to limit errors as much as possible.

Out of the total number of items of the questionnaire, the questions that were considered are very relevant and quite relevant are rated. The content validity indexes for the questionnaire indicate 0.7 to confirm them valid since it is 0.74790 it meant that the instrument was valid.

3.9.2 Reliability

Reliability of an instrument is the dependability or the trustworthiness of an instrument. According to Amin (2005), it is the degree to which the instrument consistently measures what it is supposed to measure. This method is picked on a single pre-test group and shows the degree to which the items in the questionnaire are inter-correlated. That is, a respondent who would have completed the questionnaire again politely asked to complete another fresh questionnaire (retest) after two weeks to prove the answers earlier filled for consistence or how close they relate (Amin (2005). Internal consistence of the items in the questionnaire was established using Cornbach's formulae to computer the alpha co-efficiency of reliability. To get the reliability, the data were entered in the computer and analyzed using the statistical package for social scientists (SPSS), which are useful for providing a Cronbach Co-efficient Alpha test for testing reliability.

3.10 Data Analysis

Data collected was edited and coded. It was summarized and analyzed so as to make sense of the data to ensure completeness and consistence.

Quantitative data was analyzed inform of percentages and frequencies. Qualitative data was analyzed through sketchy and generalized summary of the findings from observation and conclusion in the process of data collection.

3.11 Limitations to the study

- a) A lot of information and time is required when undertaking a statistically sound analysis; therefore, participants in this case, may not suffice. During this research, nether may be sufficient. Unfortunately, this shortage means that is very difficult to draw conclusions from the available data.

- b) The researcher may not be exposed to a wide range of information sources relating to the general expenditure on procurement, budgetary allocations for various section; hence it may be difficult to obtain reliable data.
- c) The organization may not reveal all the relevant information related to the quality of service provision hence presenting a like hood of a biased responses from the respondents.

CHAPTER FOUR

PRESENTATION, DATA ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

In this Chapter the presentation, data analysis, tables and figures were presented and interpretation made in accordance with the research objectives of the study. The chapter was divided into sub-chapter namely: Demographic characteristics of respondents and study objectives.

4.1 Demographic characteristics of respondents

The respondents demographic characteristics include; Gender, Age, Level of education, Level of experience.

4.1.1 Gender of the Respondents

The study captured gender of the respondents in order to establish the most dominant working group of the employees with Masindi Local Government. The respondents were asked to state their sex and the distributions shown in table4.1.1 and figure 4.1.1 pie-charts below.

Table4.1.1: Gender of the Respondents

Sex	Frequency	Percentage (%)
Female	20	40
Male	30	60
Total	50	100

Source: primary data, 2018

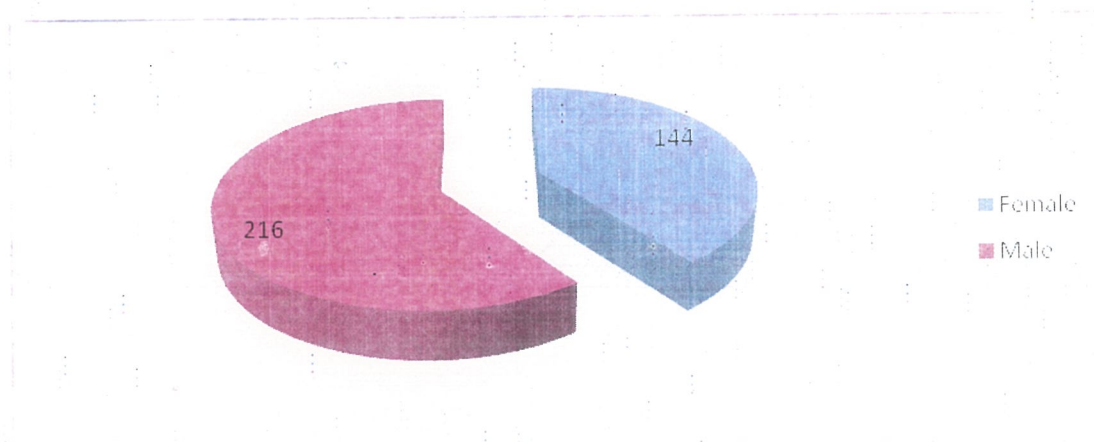


Figure 4.1.1: Pie chart Showing sample size by gender of the Respondents

Source: Primary data, 2018

According to the results for gender of the respondents on table 4.1.1 and figure 4.1.1. The total numbers of the respondents were 50 that the researcher targeted. The majority of the respondents were male with the percentage of 216⁰, while the female were 144⁰. This therefore implies that the most dominant working group of employees with Masindi Local Government was males. The imbalance in the organization attributed to various factors existed in Uganda.

4.1.2 Age of the respondents

The distribution of the respondents by age was presented in the study as shown in table 4.1.2 and figures 4.2 Pie-charts below.

Table 4.1.2: Showing distribution of age of the respondents

Age	Frequency	Percentage (%)
20-30 years	05	10
31-40 years	18	36
41-50 years	22	44
above 51 years	05	10
Total	50	100.0

Source: Primary data, 2018

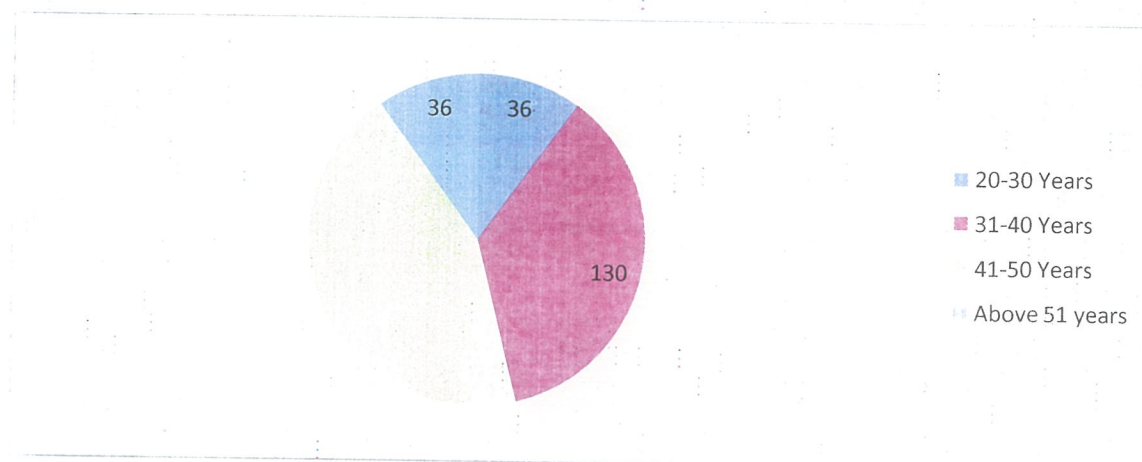


Fig 4.2: Pie chart showing distribution age of the respondents

Source: Primary data, 2018

From Table 4.1.2 and Figure 4.1.2, the respondents were required to indicate their ages and the study revealed that the largest numbers of respondents were in the age group of 41-50 years 158⁰, these were followed by those in the range of 31-40 years 130⁰ who were closely followed by those in the range of 20-30 years 36⁰, those above 51 years were the smallest number. This age trend in the community is an indication that the majority of the people are were involved in public private partnership

4.1.3 Level of Education of the respondents

The researcher asked the respondents to state their level of education to find out whether the respondents could be able to interpret the questionnaires given to them by the researcher. The findings indicated some of the respondents in the targeted group have relevant knowledge to read, interpret and answer the questionnaires given to them by the researcher as presented in table 4.1.3 and figure 4.1.3 below.

Table 4.1.3: Showing level of education of the respondents

Level of Education	Frequency	Percentage (%)
Certificate	10	20
Diploma	15	30
Degree	25	50
Total	50	100

Source: primary data, 2018

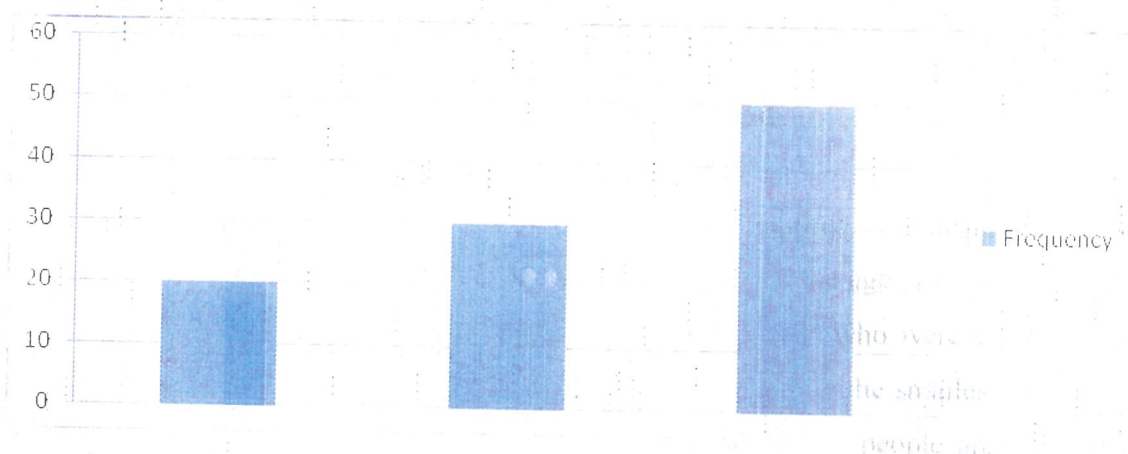


Figure4.1. 3: Bar graph for the Level of Education

The study highlighted that the majority of the respondents were found to have attained degree level of education, with 25(50%), Diploma level of education were 15(30%) and Certificate level of education were only 10(20%) of the respondents. This implied that the highest percentage was picked from higher level of education because they were equipped with the information concerning the study topic they were able to interpreted and responded accurately on the questionnaire given to them by the researcher.

4.1.4 Level of Experience

The researcher asked the respondents the period they had spent on their jobs to find out their experience and knowledge about public private partnership and development in Masindi Local Government and the findings resulted to a high level of experience on the jobs by the respondents as captured in table4.1. 4 below

Table 4.1.4: Showing level of experience of the respondents

Period	Frequency	Percentage (%)
Less than 2years	05	10
2-3 years	08	16
3-4 years	25	50
4 years and above	12	24
Total	50	100

Source: Primary data, 2018

The findings on table4.1.4 indicated that out of the 50 respondents who answered the questionnaires, majority had spent 3-4 years on their current job 25(50%), they were followed by those who had spent 4 years and above on their current job 12(24%), those who had spent 2-3 years were 8(16%) and the least number of respondents who had spent less than 2 years and above on their job were only 5(10%).Thus implies that they have relevant information and knowledge about the topic of study experience and development in Masindi Local Government.

4.2 The level of awareness of public private partnership and development

The respondents were asked to state the level of awareness of public private partnership and development in Masindi Local Government. The findings on this objective were collected based on the required aspects of the study as presented below and their responses were below.

Table 4.2: Showed the level of awareness of public private partnership

Level of awareness	Strongly Agree (%)	Agree (%)	Not Sure (%)	Disagree (%)	Strongly Disagree (%)	Total (%)
Prepare Properly for Public/Private Partnerships	25(50)	7(14)	7(14)	4(8)	7(14)	100
Create a Shared Vision	20(40)	10(20)	7(14)	8(16)	5 (10)	100
Secure Consistent and Coordinated Leadership	20(40)	7(14)	13(26)	5(10)	5(10)	100

Communicate Early and Often	17(34)	6(12)	7(14)	10(20)	10(20)	100
Negotiate a Fair Deal Structure and advertise programs which requires partnership	34(68)	6(12)	5(10)	3(6)	2(4)	100

Source: Primary Data (2018)

Study in Table 4.2 present findings on the responses about the level of awareness of public private partnership on development, 23(50%) of the respondents who strongly agreed, 7(14%) agreed 7(14%) were not sure, 4(8%) disagreed and 7(14%) strongly disagreed with Prepare Properly for Public/Private Partnerships.

Create a Shared Vision had 20(40%) of the respondents who strongly agreed, 10(20%) agreed, 7(14%) were not sure 8(16%) disagreed and 5(10%) strongly disagreed.

Secure Consistent and Coordinated Leadership, had 20(40%) of the respondents who strongly agreed, 7(14%) agreed, 13(26%) disagreed 5(10%) were not sure and 5(10%) strongly disagreed

17(34%) of the respondents who strongly agreed 6(12%) agreed, 7(14%) were no sure 10(20%) disagreed and 10(20%) strongly disagreed with Communicate Early and Often.

Negotiate a Fair Deal Structure and advertise programs which requires partnership, 34(68%) of the respondents who strongly agreed, 6(12%) agreed, 5(10%) were not sure, 3(6%) disagreed and 2(4%) strongly disagreed.

4.3 The ways of promoting public private partnership and development

The second objective of the study was to examine the ways of promoting public private partnership and development in local government

Table 4.3: showing the response on the ways of promoting public private partnership

Ways of promoting public private partnership	Strongly Agree (%)	Agree (%)	Not Sure (%)	Disagree (%)	Strongly Disagree (%)	Total (%)
clarity of roles and responsibilities and some ground rules for working together	25(50)	11(25)	3(7.5)	0	6(13)	100
a common understanding of mutual benefits	23(50)	12(27)	3(7.5)	1(2.5)	6(13)	100
Clear vision of objectives.	18(40)	14(30)	5(10)	7(15)	11(25)	100
Sound communication, shared planning and decision making	17(37)	16(35)	6(13)	5(10)	0	100
Leadership	23(50)	12(27)	6(13)	5(10)	0	100
From strategic management fields such as human resources, management information systems	11(25)	11(45)	2(5)	5(10)	7(15)	100

Source: Primary Data, 2018

The findings on the ways of promoting public private partnership on development of local government involves; clarity of roles and responsibilities and some ground rules for working together had 25(50%) of the respondents who strongly agreed, 11(25%) agreed, 3(7.5%) were not sure, and none disagreed while 6(13%) strongly disagreed.

23(50%) of the respondents strongly agreed with a common understanding of mutual benefits, 12(27.5%) agreed 3(7.5%) were not sure, 6(13%) strongly disagreed and 1(2.5%) of the respondents disagreed.

A clear vision of objectives had 18(40%) of the respondents who strongly disagreed, 14(30%) agreed 5(10%) were not sure, 7(15%) of the respondents disagreed and 1(2.5%) of the respondents strongly disagreed.

Sound communication, shared planning and decision making had 17(37.5%) of the respondents who strongly agreed, 16(35%) agreed, 6(13%) were not sure, 7(15%) of the respondents disagreed and none strongly disagreed.

23(50%) of the respondents strongly agreed, 12(27.5%) Agreed, 6(13%) were not sure, 5(10%) disagreed and none of the respondents strongly disagreed with Leadership.

From strategic management fields such as human resources, management information systems had 11(25%) of the respondents who strongly agreed, 20(45%) agreed 2(5%) were not sure, 5(10%) disagreed and 7(15%) strongly disagree.

4.4 The challenges facing implementation of public private partnership

The last objective of the study was to determine the challenges facing implementation of public private partnership

Table 4.4: showing the response on the challenges facing implementation of public private

Challenges	Strongly Agree (%)	Agree (%)	Not Sure (%)	Disagree (%)	Strongly Disagree (%)	Total (%)
Inadequate funds	23(50)	10(23)	3(7)	5(10)	5(10)	100
Illiteracy of public	19(43)	12(27)	5(10)	7(15)	2(5)	100
Bureaucracy	20(45)	14(30)	4(8)	3(7)	5(10)	100
Corruption among officers	17(37)	16(35)	6(12.5)	5(10)	0	100
Unclear roles to performed by both parties in development	14(30)	26(57)	1(3)	2(5)	2(5)	100
Political influence.	14(30)	16(35)	2(5)	5(10)	9(20)	100

Source: Primary Data, 2018

The findings on the challenges facing implementation involves; Inadequate funds had 23(50%) of the respondents who strongly agreed, 10(23%) agreed, 3(7%) were not sure, and 5(10%) disagreed while 5(10%) strongly disagreed.

19(43%) of the respondents strongly agreed with Illiteracy of public and private sector, 12(27%) agreed 5(10%) were not sure, 7(15%) strongly disagreed and 2(5%) of the respondents disagreed.

Bureaucracy had 20(45%) of the respondents who strongly disagreed, 14(30%) agreed 4(8%) were not sure, 3(7%) of the respondents disagreed and 5(10%) of the respondents strongly disagreed.

Corruption among officers had 14(30%) of the respondents who strongly agreed, 26(57%) agreed, 1(3%) were not sure, 2(5%) of the respondents disagreed and 2(5%) strongly disagreed.

14(30%) of the respondents strongly agreed, 16(35%) Agreed, 2(5%) were not sure, 5(10%) disagreed and none of the respondents strongly disagreed with Unclear roles to performed by both parties in development.

Political influence had 14(30%) of the respondents who strongly agreed, 16(35%) agreed 2(5%) were not sure, 5(10%) disagreed and 9(20%) strongly disagree.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter dealt with the conclusion and presents recommendations of the study. Conclusions are made on the study topic and suggested areas for further research.

5.1 Conclusion

The study assessed the public private partnership and development in local governments; a case study of Masindi district local government. It answered three study objectives that included: To find out the level of awareness of public private partnership on development of Masindi local government, to examine ways to promote public private partnership on development and to identify potential challenges impeding the implementation of public private partnership in Masindi district Local Government.

5.1.1 The level of awareness of public private partnership on development

Based on the empirical findings of the research, nature and level of awareness on development of Masindi district local government involves: Prepare Properly for Public/Private Partnerships, Create a Shared Vision, Understand Your Partners and Key Players Be Clear on the Risks and Rewards for All Parties, Establish a Clear and Rational Decision-Making Process, Make Sure All Parties Do Their Homework, Secure Consistent and Coordinated Leadership, Communicate Early and Often, Negotiate a Fair Deal Structure and Build Trust as a Core Value.

5.1.2 Ways to promote public private partnership

The ways of promoting public private partnership on development of Masindi district Local Government and these included; clarity of roles and responsibilities and some ground rules for working together, a common understanding of mutual benefits, sound communication, shared planning and decision making and strategic management of human resource and information management systems.

5.1.3 Challenges hindering implementation of public private partnership

A number of factors were found to be challenges affecting implementation of public private partnership these included the following among other factors; inadequate funds, illiteracy of public, bureaucracy, corruption among officers and unclear roles to be performed by both parties in development. This implied that there are challenges which must be addressed to improve on public private partnership.

5.2 Policy Recommendations

However, to realize above projected impact of public private partnership on development of Masindi district local government, the following recommendations have to happen;

5.2.1 Recommendation on level of awareness of public private partnership

There is need to share responsibility by all entities and department to implement Vision 2040 and to improve on development of Masindi district local government.

There is need to strengthen implementation effectiveness and efficiency in development and delivery services as required to people.

5.2.2 Recommendation on ways to promote public private partnership

There is need to increase public and private sector investment in infrastructure to help delivery services to people in the district.

There is need to maintaining macro-economic stability in the country

The human resource, administration and reporting procedures need to be enhanced this can be made possible by allowing further training for the staff in the planning, administration and close supervision of the operation wealth creation on the activities of selection, recruitment, training and planning.

There is also need to change on management of institution to help in bring new ideas at work place that is based on information technology and innovations.

5.2.3 Recommendation on the challenges facing public private partnership

There is need for increased funding of the entire and emphasis should be made on development already in place this requires the active involvement of both parties.

There is need to have zero tolerance to corruption and bureaucracy to improve on service delivery.

5.3 Areas for Further Research

- (i) Public private partnership and service delivery
- (ii) Public private partnership and community law on public contracts
- (iii) Roles of Public private partnership on development

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APPENDIX A:

Questionnaire for respondents

I am **Ngabire Rehema** a finalist Bachelor in public administration of Kampala International University carry out a study on title "Public private partnership and development in Local Governments; a case study of Masindi District Local Government. Your feedback is very important as your inputs will be used for academic purposes only. I greatly appreciate if you could take a few minutes to provide me with information. Your response will be kept confidential and it will not be divulged to any person or institution outside this corporation.

Thank you in advance

1. SECTION A: GENERAL INFORMATION

1. Gender

Male

Female

2. In which age bracket are you?

20-30

40-50

30-40

50+

3. Education level

Primary

Diploma

Secondary

Degree

Certificate

4. Level of experience

1-4 years

10-14

5-9 years

15 and above

Direction: please respond to the options and kindly be guided with the scoring system below.

Rating	Score response	Description
1	strongly agree	(you agree with no doubt)
2	Agree	(you agree with some doubt)
3	Not sure	(you doubt)
4	Disagree	(you disagree with some doubt)
5	Strongly disagree	(you disagree with no doubt at)

Please evaluate the statement by ticking in the box with the number that best suits you.

SECTION B: What is level of awareness of public private partnership and development in local Government?

NO	SCALE	1	2	3	4	5
1.	Prepare Properly for Public/Private Partnerships					
2.	Understand Your Partners and Key Players Be Clear on the Risks and Rewards for All Parties					
3.	Communicate Early and Often					
4.	Negotiate a Fair Deal Structure					
5.	Secure Consistent and Coordinated Leadership					