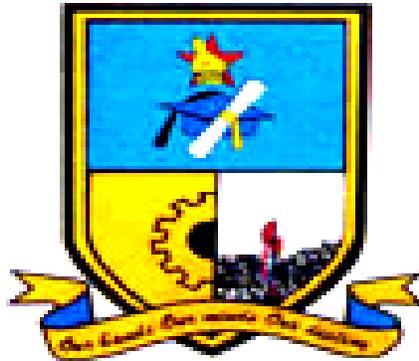


MIDLANDS STATE UNIVERSITY



FACULTY OF ARTS

DEPARTMENT OF DEVELOPMENT STUDIES

**PUBLIC – PRIVATE PARTNERSHIP FOR SUSTAINABLE CITIES: THE CASE OF
HARARE CITY.**

Submitted by:

KAREN WHITNEY MATURURE

R115255C

**THIS DISSERTATION IS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS OF THE BACHELOR OF ARTS IN DEVELOPMENT STUDIES,
HONOURS DEGREE TO MIDLANDS STATE UNIVERSITY, ZIMBABWE.**

JULY 2015

APPROVAL FORM



The undersigned confirms that they have supervised and recommended to Midlands State University for acceptance: **the dissertation entitled: Public – Private Partnership for Sustainable Cities: the case of Harare City.**

Submitted by: **Karen Whitney Maturure (R115255C)** in partial fulfilment of the requirements of the Bachelor of Arts Honours Degree in Development Studies.

.....

.....

SUPERVISOR

DATE

.....

.....

CHAIRPERSON

DATE

RELEASE FORM

NAME OF STUDENT : KAREN WHITNEY MATURURE

REGISTRATION NUMBER : R115255C

DISSERTATION TITLE: PUBLIC – PRIVATE PARTNERSHIP FOR SUSTAINABLE CITIES: THE CASE OF HARARE CITY.

DEGREE TITLE: BACHELOR OF ARTS HONOURS DEGREE IN DEVELOPMENT STUDIES.

YEAR THIS DEGREE GRANTED: 2015

SIGNED

DATE

PERMANENT ADDRESS: 9 Truro Road Mabelreign Harare

CONTACT NUMBERS: 0773 115 364

EMAIL ADDRESS : *karenmaturure@yahoo.com*

DECLARATION

I, Karen Whitney Maturure, registration number R115255C sincerely declare that this dissertation is my original work that has not been previously submitted to any university. Equally, I also declare that proper citations and acknowledgements in line with copyright laws and scholarly requirements have been strictly adhered to in writing this dissertation.

Signature.....

Date.....

Table of Contents

APPROVAL FORM i

RELEASE FORM..... ii

DECLARATION iii

ACKNOWLEDGEMENTS..... viii

DEDICATION..... ix

ABSTRACTx

LIST OF ACCRONYMS xi

LIST OF TABLES xii

LIST OF FIGURES xiii

CHAPTER ONE.....1

INTRODUCTION1

 1.0 INTRODUCTION1

 1.1 BACKGROUND TO THE STUDY2

 1.2 STATEMENT OF THE PROBLEM.....3

 1.3 OBJECTIVES OF THE STUDY:4

 3.2 RESEARCH QUESTIONS:.....4

 1.4 SIGNIFICANCE OF THE STUDY4

 1.5 RESEARCH HYPOTHESIS.....4

 1.6 LIMITATIONS5

 1.7 DELIMITATION5

 1.8 CONCEPTUAL FRAMEWORK.....6

 1.9 ORGANIZATION OF THE PAPER.....7

 1.10 CONCLUSION7

CHAPTER TWO8

LITERATURE REVIEW8

 2.0 INTRODUCTION8

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

2.1. INTRODUCTION TO THE PPP CONCEPT	8
2.1.1 Defining PPP	8
2.1.2 Delimiting PPPs	8
2.1.3 Theoretical Framework of PPP	9
2.2 PUBLIC-PRIVATE PARTNERSHIPS: FORMS AND LEVELS	9
2.3 THE RISE AND GLOBAL USE OF PPP	12
2.4 ZIMBABWE PPP POLICY FRAMEWORK	13
2.5 LOCAL URBAN REGENERATION	14
2.6 THE ROLE OF PPP IN URBAN REGENERATION FOR SUSTAINABLE CITIES	16
2.6.1 PPP, Sustainable cities and Regeneration	16
2.6.2 The role of collaborative Regeneration	18
2.7 CHALLENGES TO THE ESTABLISHMENT OF EFFECTIVE PPPS	21
2.7.1 Lack of understanding of each other’s goals	21
2.7.2 Absence of Trust	21
2.7.3 Flexibility	21
2.7.4 Lack of accountability	22
2.7.5 Conflicts	22
2.7.6 Corruption and misuse of resources	22
2.7.8 Lack of Capacity	22
2.7.9 Higher costs	23
2.8 CONDITIONS FOR SUCCESSFUL PUBLIC PRIVATE PARTNERSHIP	23
2.8.2 Micro-level Conditions:	24
2.9 CONCLUSION	26
CHAPTER THREE	27
RESEARCH METHODOLOGY	27
3.0 INTRODUCTION	27
3.1 RESEARCH DESIGN	27

3.2 RESEARCH POPULATION	28
3.2.2 POPULATION SAMPLE	29
3.3 SAMPLING	29
3.3.1 Sample 1 – PPP experts	30
3.3.2 Sample 2 – PPP member organizations	30
3.4 CASE STUDY METHODOLOGY	32
3.5 DATA COLLECTION TECHNIQUES	32
3.5.1 Interviews.....	32
3.5.2 Semi-structured Interviews	33
3.5.3 Data Collection and Processing	34
3.5.4 Observation.....	35
3.5.5 Historical Documents	35
3.6 DATA ANALYSIS PROCEDURES.....	35
3.7 PILOT STUDY	36
3.8 ETHICAL CONSIDERATIONS	36
3.9 CONCLUSION	37
CHAPTER FOUR.....	38
DATA PRESENTATION AND ANALYSIS	38
4.0. INTRODUCTION	38
4.1. ANALYSIS OF DATA RESPONSE RATES	38
4.1.1. Interviews.....	38
4.2. Analysis of Respondents.....	39
4.3. DATA PRESENTATION AND ANALYSIS.....	40
4.3.1 THE ROLE OF PUBLIC PRIVATE PARTNERSHIP IN URBAN REGENERATION	40
4.3.2 THE CONDITIONS NECESSARY FOR SUCCESSFUL PPPS?.....	44
4.3.3 THE CHALLENGES TO THE ESTABLISHMENT OF EFFECTIVE PPPS	46

4.3.4 SOLUTIONS TO CHALLENGES, LESSONS LEARNT AND THE FUTURE OF PPPS	48
4.4 CONCLUSION	50
CHAPTER FIVE	52
CONCLUSION.....	52
5.0 INTRODUCTION	52
5.1 SUMMARY OF FINDINGS	52
5.1.1 The role of Public Private Partnership in Urban Regeneration.....	52
5.1.2 The challenges to the establishment of effective PPPs?.....	53
5.1.3 The conditions necessary for successful PPPs?	53
5.2 STUDY’S RELEVANCE	54
5.3 LIMITATIONS OF STUDY.....	54
5.4 RECOMMENDATIONS	55
5.4.1 Recommendations to Stakeholders:	55
5.4.2 In partnership:	55
5.5 RECOMMENDATIONS FOR FURTHER RESEARCH	56
REFERENCES	57
APPENDICES	62
Appendix 1: Confirmation Letter	63
Appendix 2: Interview Guide for Organization Members	64
Appendix 3: Interview Guide for Council Members.....	66
Appendix 4: Urban Regeneration: Interview Guide for Experts in Urban Renewal PPPs.....	68

ACKNOWLEDGEMENTS

Firstly I thank God for the guidance and love he gave me that took me throughout all my years of learning. Without him I would not be where I am today. I would like to thank my supervisor; Mr. Hahlani; who tirelessly guided me on how best to carry out this research. I would also like to thank the staff from Harare City Council and the other three private organizations that assisted me in data collection. Finally I thank my family and friends for their unwavering moral support which therefore made it possible to put this document together.

DEDICATION

I devote this dissertation to my family and friends who motivated me to work hard and achieve the best even when I felt like giving up.

ABSTRACT

The Zimbabwean urban environments are facing several challenges to which Public Private Partnerships are a possible solution. The field of urban regeneration is comparable to this. This research examined the role of Public-Private Partnerships (PPPs) in development, specifically in urban regeneration with specific focus on Harare City as a case study. The research also sought to examine challenges affecting PPPs, as well as critical success factors for the implementation of these initiatives, specifically in the area of urban regeneration and development. The literature reviewed established that PPPs have a major role in urban regeneration as they accelerate project implementation, improve the resource base and levels of efficiency of projects as well as the quality of public infrastructure. They also reduce project costs, create employment and empower of locals, thereby contributing to the country's economic progress. The literature also outlined the conditions that are necessary for the establishment of successful PPPs, which include macro conditions such as political and economic stability and micro conditions like transparency and trust, proper monitoring and evaluation, well functioning information dissemination systems, commitment, community involvement and the adoption of PPP policy. Challenges to establishment of effective PPPs were also examined and these include corruption and resource misuse, lack of understanding of partners' goals, absence of trust, accountability and flexibility and conflicts. The researcher employed the qualitative research design with the units of analysis including council officials, urban development experts and members from three organizations that have worked with Harare City Council under PPP in urban regeneration. The study employed the purposive sampling technique. Interviews, observations and review of historical documents were also employed to enrich the study. Data was presented in the form of discussions under thematic headings as well as tables that summarized findings. Findings confirmed that although plagued by challenges of their own, PPPs are the answer to the dilapidated state of the physical, economic and social urban environment. Based on the results of this research, as well as knowledge garnered from a review of available literature on this topic, a clear consolidated view of the functioning of PPPs in urban regeneration is generated. Conclusions and recommendations were then drawn with respect to findings that are expected to be of value for future PPPs in Zimbabwe and other countries. The researcher also gave sector specific and PPP project specific recommendations.

LIST OF ACCRONYMS

PPP	Public Private Partnership
DB	Design-Build
BOT	Build-Operate-Transfer
BOOT	Build-Own-Operate-Transfer
BOO	Build-Own-Operate
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
STERP	Short Term Emergency Recovery Program document
UNDP	United Nations Development Program
NGO	Non – Governmental Organization
CBO	Community Based Organization
LTIC	Long-Term Infrastructure Contract Partnership
ZNCC	Zimbabwe National Chambers of Commerce
ZIMASSET	Zimbabwe Agenda for Sustainable Socio-Economic Transformation

LIST OF TABLES

Table 2.1: Objectives of regeneration in Harare.....	15
Table 3.1: Sample split per organization.....	30
Table 3.2 Brief backgrounds of the organization.....	31
Table 4.1: Summary of Interviews Conducted.....	39
Table 4.2: Summary of Nature of Interview Respondents.....	39
Table 4.3: Role of PPPs in Urban regeneration.....	43
Table 4.4: Conditions necessary for successful PPPs.....	45
Table 4.5: Challenges to Success of PPPs.....	47
Table 4.6: Solutions to problems faced in PPPs.....	49

LIST OF FIGURES

Figure 1: 1 Scale of Public-Private Partnerships.....12

Figure 2.1Defining sustainable urban Development.....16

CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

The world continues to urbanize at an unprecedented pace and over half of the world's population is living in cities (United Nations Economic and Social Affairs 2011). Whilst cities use a major portion of the planet's resources and have often been the epicenter of the world's most severe environmental problems, they are also sources hope for a sustainable future. Environmental sustainability in the present urban millennium can only be achieved through cities' leadership, particularly in climate change, biodiversity conservation and water resource use. Problems in the urban environment however cannot be tackled by the public sector on its own. Partnerships between and among local governments, universities, businesses, non-governmental, community-based, or international organizations are therefore an important mechanism for converting the conceptual idea of collaboration into solid activities. Public - Private Partnerships (PPP) are recognized as the ultimate means of implementing sustainable urban regeneration. Public Private Partnership is emerging as a new development strategy and as a critical development method as it leads to the maximizing of benefits for development and enhanced efficiency through collaboration. In the area of urban regeneration Public - Private Partnership has been used with the aim of obtaining more positive results in projects. Public sectors have collaborated with the private sector in different areas, including the provision of services and public goods such as greening projects, solid waste management, health, water and sanitation as well as the building and upgrading of physical infrastructure such as roads, dams, bridges and buildings in cities. There is a growing need to evaluate these partnerships specifically in the area of urban renewal to see if they are the answer to the plethora of problems facing cities in developing countries.

1.1 BACKGROUND TO THE STUDY

The astronomic growth of urbanization in many developing countries has reproduced drastic social, economic and physical implications. Rapid and poorly managed urbanization causes adverse atmospheric, land and water pollution, thereby threatening human security. Public Private Partnerships (PPP) are recognized as the answer to effective urban regeneration (Berry *et al.*, 1993).

Public Private Partnerships (PPPs) came into being at the beginning of the neoliberal process. The major role of the state shifted to the promotion of maximum involvement of the private sector in the provision of public goods in the form of soft and hard infrastructure. Public Private Partnership models have been employed in many countries around the world. The public-private partnership concept has its roots in urban economic development in the developed world. It has also been adopted the developing countries and is becoming a global phenomenon in urban development. Internationally, it has been acknowledged that public-private partnerships are critical for promoting the overall competitiveness of urban regions and for solving urban environmental problems (UNDP, 2000). PPPs aim to provide public services or fulfill public needs.

Although started way back in 1998, it was only in 2004 that the Government made the first attempt to develop a framework for PPP investment in Zimbabwe. However, under the Short Term Emergency Recovery Program document (STERP), PPP are provided for. This was also reconfirmed under the Three Year Macroeconomic Policy and Budget Framework (STERP II), which also envisaged the use of PPP. There has been some noticeable improvement in efforts toward the operationalizing of PPP over the past years. Critical documents that have already been prepared, which would anchor the future road towards PPP in Zimbabwe include the Public-Private Partnership Policy, 2010; Public-Private Partnership Guidelines, 2010; Public Private Partnership: Legislative Review for Zimbabwe, 2010; and the Institutional Framework, Public-Private Partnership, 2010. In Zimbabwe Public Private Partnership is have mainly been employed in infrastructural development. Major infrastructural projects carried out through PPPs include the Beitbridge Bulawayo Railway (Road), the New Limpopo Bridge and the Newlands By-Pass (ZNCC, 2009). However, there has been a low uptake of PPP from the private sector.

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

Reasons for the low uptake include the general uncertain political environment and the absence of a sound legal framework to guide implementation of PPP projects.

In Harare Public- Private Partnerships have taken many forms and local authorities have partnered with several partners, including Non- Governmental Organizations, Community Based Organizations and Private companies in improving the environment of the city which has deteriorated over the years. The collective efforts are aimed at restoring the sunshine city status of the city and making it a world class city.

1.2 STATEMENT OF THE PROBLEM

The decline in municipal service delivery by national and local governments in many urban centers including Harare has often been attributed to inequitable resource allocation, low revenue collection, low service coverage and other causes. The quality of life for the urban populace has declined drastically as most people are unemployed, lack decent accommodation and cannot access basic social amenities in against the background of struggling economies. The impact of the ever-growing population on the urban ecological footprint globally, especially in developing cities, has created a number of problems that adversely affect the existence and quality of cities. These problems include air and water pollution, overcrowding, traffic congestion and noise. In Zimbabwe these challenges have resulted in gross urban decay and the involvement by city residents and other actors other than Harare City Council in urban renewal. The public-private partnership (PPP) is one of the best forms of collaboration in solving these problems. It is based on the realization that both the public and private sectors can benefit by pooling their resources, know-how and expertise to improve the state of the city. It is on the basis of this realization that a study which investigates these issues is a justifiable with a view of describing the roles of the different stakeholders in the rehabilitation of the urban space in Harare and further identifying the prevailing opportunities and constraints to such effective public-private interventions.

1.3 OBJECTIVES OF THE STUDY:

The major aim of the study was to explore the possibilities of Public- Private Partnership as a development strategy specifically in urban regeneration. Using this line of thought, the specific study objectives were to:

- Explore the important role of Public Private Partnership in Urban renewal
- Identify the conditions necessary for successful PPPs
- Explore the challenges to the establishment of effective PPPs

3.2 RESEARCH QUESTIONS:

In order to achieve the above objectives, the following questions were to be answered:

- What is the role of Public Private Partnership in Urban Renewal?
- What are the conditions necessary for successful PPPs?
- What are the challenges to the establishment of effective PPPs?

1.4 SIGNIFICANCE OF THE STUDY

The research improves the recognition of the city as a critical resource, and has the potential to contribute towards improving economies and consequently the quality of life for the poor. This research also unearths why Public and Private sectors are reluctant to work together and shows how such partnership might actually be very necessary or vital or the missing link that drives the success of sustainability of development projects of this kind. The research also widens the researcher's academic knowledge through detailed analysis of empirical data. Information obtained through this research could add to the corpus of literature on the subject. Researchers and academics could find the findings of this research as a useful reference, particularly in Zimbabwe where the subject of PPPs has not been sufficiently explored.

1.5 RESEARCH HYPOTHESIS

This study was strongly guided by the hypothesis that:

H₀: Public Private Partnership is not an effective development approach

H₁: Public Private Partnership is an effective development approach

1.6 LIMITATIONS

The study was carried out in a short space of time. This could have reduced its accuracy as well as its depth. The research was limited to the Harare case, so the results are not easily generalizable to other partnerships. The study's participants self-defined partnership and the data provided was based on their own perceptions about partnership. This was, however, consistent with the literature in that numerous definitions exist for collaboration, making it difficult to measure partnership (Thomson *et al.*, 2009). Again given some of the partnerships ended by the time of data collection, participants relied on memory recall to provide information. The researcher was also a member of one of the partnerships, namely the Colour Spekes project by Urban Space and therefore was subject to bias in interpretation. Nonetheless, steps were taken to minimize bias in collecting, analyzing, and interpreting the data for this study. Such steps included soliciting peer reviewers, checking for accuracy and clarification with selected participants, and thoroughly reviewing documents to enrich the data. The limitations of this study also included the issue of accessibility of personnel that holds the crucial information from within the city council. The researcher faced bureaucratic challenges in accessing information from the city council.

1.7 DELIMITATION

The concept of public-private partnership encompasses a variety of different partnerships and relationships, which were not covered fully in this study. The research focused on one particular PPP approach, within which the topic was analyzed. The researcher sourced information and data from the partners under study as well as key informants from the public, making use of key informant interviews. The researcher had easy access to information from relevant sources from Urban Space having been part of one of their urban spaces rehabilitation projects. The study was confined to the Harare City Council partnerships to gain an understanding of the role of PPP in urban regeneration. The research focused on staff members from three private organizations who have been partnering with city council in urban regeneration. The employees involved in project

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

implementation within the private organizations were the ones interviewed. The study was within a period of 15 years, that is, from 2000 to 2015 where the bulk of PPP projects involving the organizations under study occurred.

1.8 CONCEPTUAL FRAMEWORK

Public sector – Public Sector is the central government authority, with powers and responsibilities to protect the rights of the citizenry, to provide services, and to serve the common good (Gidmanet *al.*, 1995).

Private - These are stakeholders who are not part of government organs. They do not belong to either central or local government (NGOs), CBOs, cultural groups and associations. The formal private sector is here understood to refer to private sector companies, institutions, firms and individuals, operating registered and/or incorporated businesses with official business licenses (Furedy, 1990).

Partnership - According to Mackintosh (1992) partnerships are joint operational ventures which produce additional 'social' benefit which could not have been produced by a wholly public, private or charitable venture.

Public Private Partnership- The researcher has contextualized the definition by defining PPP as institutional relations involving the state and the private for-profit and/or the private not for-profit sector, whereby the different public and private actors jointly participate in defining the objectives, the techniques and the implementation of an agreement of cooperation (Islam S, R., 2012). In this study Harare City Council formed partnerships with three private organizations in urban regeneration within the capital city to restore its “sunshine city” status.

Urban Regeneration - Urban regeneration can be defined as a comprehensive and integrated vision and action which leads to the solving of urban problems and aims to bring about a lasting improvement in the economic, physical, social and environmental conditions of an area that has been subject to change (Roberts, 2000: 17).

Sustainable city -A sustainable city is one that enables all its citizens to meet their own needs and to improve their well-being, without degrading the natural world or the lives of other people, presently or in the future (Lian, Guwanansa, Bhular, n.d).

1.9 ORGANIZATION OF THE PAPER

Chapter two analyzes theoretical literature review. The research methodology is explained in chapter three, while chapter four presents the findings and interpretation thereof. Policy recommendations conclude the research in the fifth chapter.

1.10 CONCLUSION

In sum, a number of issues were covered in this chapter in order to shade light on the understanding of the study. Highlighted issues were background to the study, statement of the problem, significance of the study, research questions, hypothesis, and objectives of the study, research questions, delimitations, limitations and conceptualization.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This review begins with an insight into the conceptualization of Public Private Partnership. A background of urban regeneration and the use of PPPs were presented to facilitate the understanding of how they operate. Literature discussing the role of PPPs in urban regeneration is then explored. The advantages and challenges associated with PPPs are explored as well as the conditions necessary for effective functioning of PPP. This information is then utilized in the formulation of research questions relating to the research problem.

2.1. INTRODUCTION TO THE PPP CONCEPT

2.1.1 Defining PPP

There is no universally acknowledged definition of Public Private Partnerships. Savas (2000) defines Public– private partnership as any arrangement of sectors that allows private organizations to work in areas that were previously operated exclusively by the public sector. In the context of this paper PPP is defined as institutional relations involving the state and the private for-profit and/or the private not for-profit sector, whereby the different public and private actors jointly take part in defining the objectives, the techniques and the implementation of an agreement of cooperation (Islam, 2012).

2.1.2 Delimiting PPPs

According to the United Nations Economic Commission for Europe (2008) PPPs are not privatization. Under PPPs, accountability for delivery of the public service is retained by the public sector, whereas under a privatization, accountability is moved to the private sector. Besides, under PPPs, there is no transfer of ownership and the public sector remains accountable. PPPs also differ from public procurement. Public procurement refers to the purchase, lease, rental or hire of a good or service by a state, regional or local authority.

2.1.3 Theoretical Framework of PPP

According to the functionalism theory developed by Emile Durkheim institutions must survive by adapting to changing circumstances by means of interdependence on its various branches or partners. The functionalism theory views survival of institutions as being dependent on the interactions of various partners which are interdependent (Abuyuan 1999). This theory sufficiently represents the rationale for a PPP model where partners can be taken as specializing, interdependent parts of a whole. These parts work together in order to achieve the goal of producing a public good.

2.2 PUBLIC-PRIVATE PARTNERSHIPS: FORMS AND LEVELS

As highlighted previously PPPs can include various forms of relationships between the public and private considering factors such as the types of services or products produced, the time of partnership and degree of involvement of the partners. Authors such as Weihe (2008) and Hodge and Greve (2007) have defined partnerships as including several different families of activities. PPP comes in many forms and sizes. PPPs are also found at various levels of government. From regional partnerships between local governments and local private sector corporations or associations to national governments that team up with national companies or associations to international organizations that team up with multinational companies or associations. According to Jooste and Scott (2009) PPPs exist at three levels:

- (i) The local field within which specific PPP projects are carried out,
- (ii) The state or federal field within which the enabling organizations operate, and
- (iii) The wider transnational PPP field that transcends national contexts.

Perhaps the most popular type of partnership has been the long-term infrastructure contract partnership (LTIC). The LTIC is structured around a design, finance, build, own, operate, transfer system and involves private sector financing and private sector project management capabilities.

Hodge (2010) classified PPP into: A specific project or activity, a management instrument or organizational form, a policy, or statement as the role of the government in the economy, a governance tool or symbol and a historical context a cultural set of assumptions.

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

Another classification of PPPs is into two categories: Formal and Informal or voluntary partnerships. According to ZNCC (2009) the term partnership is not intended to imply a purely legal partnership, but a symbolic relationship of two or more entities to accomplish a common goal, or corresponding objectives. Formal partnerships are those whose functions are authorized by written contractual agreement whilst informal partnerships are collaborative partnerships where the private sector can run certain public services on a voluntary basis. The forces of globalization have led to the increased number of such voluntary cooperation in economic and social development in countries such as the United States of America (Kettl, 2009).

Stewman and Tarr identify three types of public-private partnerships in Pittsburgh: environmental, organizational (both social and managerial), and bricks-and-mortar (Stewman; Tarr, 1982:103). Environmental partnerships are those whose objective is to improve conditions of the environment, while brick and mortar cover infrastructural projects. Social partnership means broader participation of citizens. Managerial partnerships aim to improve government operations, for example, through the use of private-sector-loaned senior managers within government.

Beswick (2000) classified the PPPs for urban regeneration considering three variables: scope of activity, stakeholder representation and level of intervention. His categories of PPPs were:

- 1) Property development coalitions,
- 2) Strategic alliances with local authorities, and
- 3) Community-based partnerships.

Property development coalitions can be presented as partnerships where the goal is to generate confidence in a place through provision of infrastructure. Strategic alliances can be taken as a partnership with a local authority where the private sector aligns its objectives to complement the public sector plans. Community-based partnerships are those that empower the citizenry and voluntary efforts to craft and implement area specific urban regeneration initiatives.

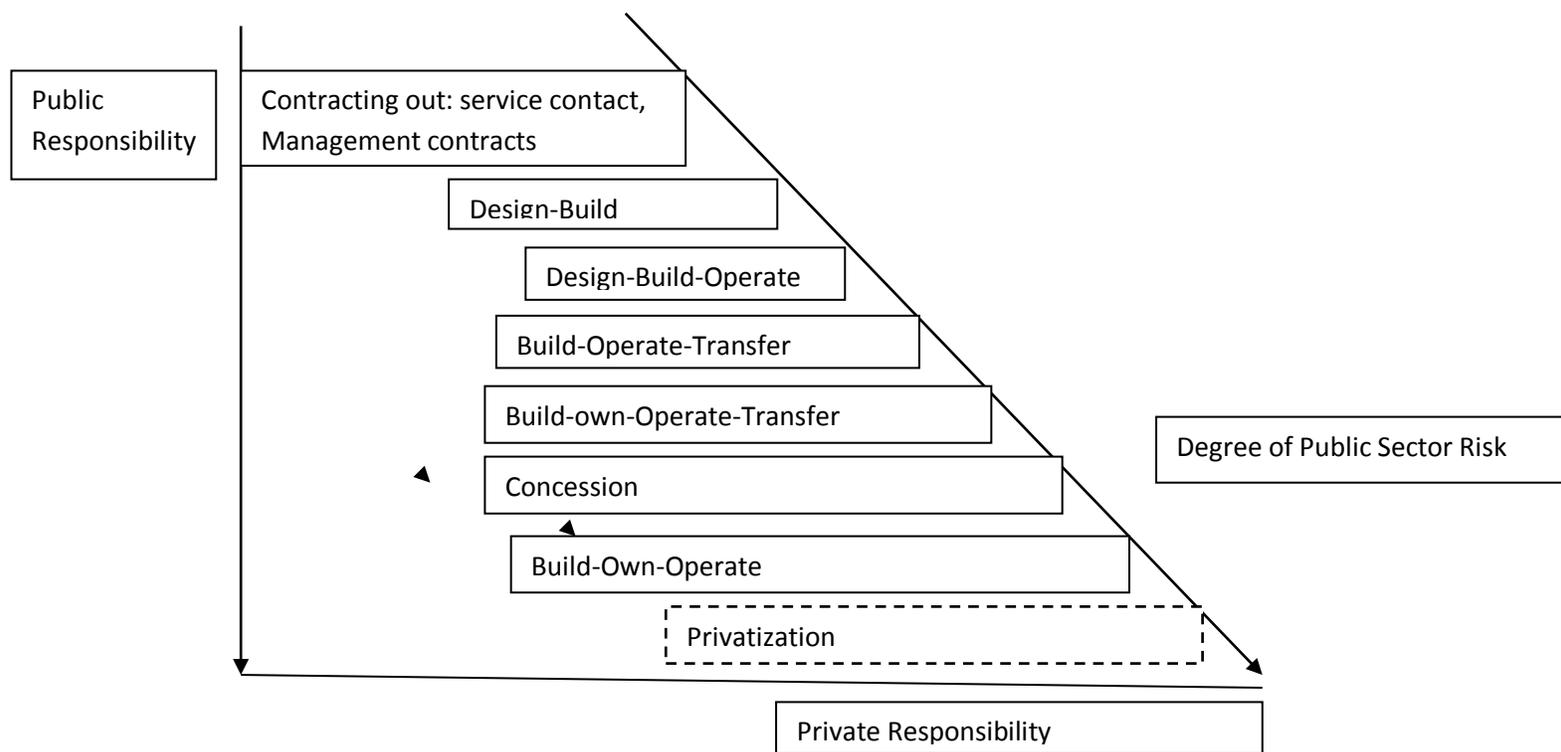
According to the United Nations Economic Commission for Europe (2008) there are a range of PPP models that are used to allocate responsibilities and risks between the public and private

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

partners in variety of ways. The following terms are commonly used to describe common partnership agreements (Palmer, 2009):

- ❖ **Service Contract:** The government contracts a private partner to make available services that the government formerly was responsible for.
- ❖ **Management Contract:** The private partner is tasked with the operations and maintenance of facilities under contract.
- ❖ **Design-Build (DB):** The government contracts a private party to design and build infrastructure according to the requirements set by the former. After the project, government assumes responsibility for operation and maintenance.
- ❖ **Design-Build-Operate (DBO):** The private sector designs and builds a facility. Once the facility is completed, ownership is transferred back to the public sector, while the private sector operates the facility for a specified period of time. This model is also referred to as Build-Transfer-Operate.
- ❖ **Build-Operate-Transfer (BOT):** This is the most popular model in PPP. It combines the responsibilities of design-build procurements with the private sector partner providing operations and maintenance of an asset for a given time period before the operation is transferred back to the public sector.
- ❖ **Build-Own-Operate-Transfer (BOOT):** The public partner confers a franchise to a private partner to finance, design, build and operate a facility for a given period of time. Ownership is transferred back to the public sector at the expiry of that period.
- ❖ **Concession:** The government confers the exclusive rights to operate and maintain a facility to a private organization over a certain time period according to the requirements outlined by the private sector. The government retains ownership of the original asset, while the private operator retains ownership over any upgrading made during the concession period.
- ❖ **Build-Own-Operate (BOO):** The government confers the right to finance, design, build, operate and maintain an asset to a private partner, which retains ownership. The private party is not obliged to transfer the facility back to the government.
- ❖ **Privatization:** The government transfers asset ownership to the private sector.

Figure 1: 1 Scale of Public-Private Partnerships



Sources: Canadian Council for Public-private partnerships website, www.pppcouncil.ca/aboutPPP_definition.asp

2.3 THE RISE AND GLOBAL USE OF PPP

According to Bogessi (2009) governments face the need for private funding in the public sector due to their budgetary constraints. International organizations and donor agencies view PPP as being a noble strategy (WHO, 1998). In the 1990s PPP was established as a key public policy instrument across the world (Osborne, 2000). The New Public Management era of the 90s ushered in the popularity of the PPP model in developed nations which became widespread in developing countries as well over time (Osborne and Gaebler, 1993). The spread of welfarism in the world with decentralization of government operations also catalyzed this popularity where communities could now directly contribute to the provision of services (Desai and Imrie, 1998). Fourie and Burger (2000) state that some of the countries where PPPs have been successfully implemented include the U.K., Germany, the United States of America (USA), Australia, Canada and Argentina. Grimsey (2005) considers France as the pioneer of PPPs as the model was used as early as the 17th century under the concession model and later in infrastructural development.

However, the United Kingdom is considered to be the leader of PPP and is usually used as the template of PPP by other countries.

2.4 ZIMBABWE PPP POLICY FRAMEWORK

Zimbabwe PPP policies seem to emphasize PPPs in infrastructural development. The government of Zimbabwe hailed PPPs in the 90s when the government realized that its tight control of the economy was scaring away investors. It also realized that there was need to help to carry on crucial infrastructural development in the face of financial impediments. In 2004 the government developed a framework supporting PPP investment in the country which provided the terms for the development of the appropriate regulatory framework, to protect the interests of the investors. Specifically, the guidelines indicate the criteria and procedures for the award of contracts, including the principles and elements of the implementation process of Build-operate-Transfer and Concession projects. They state that PPPs should take various forms such as management contracts, leases, concessions, de-monopolization and full divestiture or sale of enterprises (ZNCC, 2009). They also indicate the specialized institutional arrangements to facilitate the promotion and co-ordination of the PPP process and project implementation, monitoring and termination of contracts. Potential sectors for PPPs are also identified, and so are guidelines for the financing of PPPs. The government openly admitted that the PPP program had “failed to take off” hence the capacity building initiatives in 2009 to review the country’s PPP policies and guidelines and to incorporate input from other stakeholders, and enhance the role of the private sector in the provision of both infrastructure and essential social services (ZNCC, 2009). The government considers harmonizing all PPP related institutional, legal and policy frameworks to make them transparent and responsive to the needs of both investors and the citizenry. What is missing is the institutionalization of the guidelines through their enactment into an act of parliament. Other PPP enabling frameworks are scattered in various statutes. Zimbabwe thus has no real PPP legislation at all and the purpose of this report is to provide a guideline for successful PPP policy and legislative framework implementation (ZNCC, 2009).

2.5 LOCAL URBAN REGENERATION

Traditional approaches to urban regeneration have largely failed due to their focus on socio-economic and political aspects while neglecting the environment, which is a fundamental part of the city that determines the success of such initiatives (Chirisa and Dumba 2012). At national level in Zimbabwe, enough is not being done in terms of urban regeneration. For example, the Short Term Emergency Recovery Program (STERP) of 2009 formulated by the government focuses on rural areas, conservation of natural resources but says little is about the relationship between urban infrastructure development and natural environment (Government of Zimbabwe 2010). The Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIMASSET) expresses the same sentiments as the consideration of the natural environment in urban areas is discussed in relation to energy use. There is an urge to utilize solar energy for lighting and heating (Government of Zimbabwe 2013) which culminates into environmental lighting. With the rapid urbanization of the country, it will be ideal to shift focus from rural to urban development. The city of Harare, the capital city of Zimbabwe is seeking to attain an excellent city status and this will only be attained if regeneration initiatives are multi-dimensional without neglecting the natural environment. Plans such as the City of Harare Vision 2025 document emphasize the significance of urban renewal exist for the city of Harare but to a large extent they ignore the ecological aspects of the city (City of Harare 2012).

Table 2.1 Objectives of regeneration in Harare:

(a) Restructuring and re-planning designated target areas
(b) Designing more effective and environmentally-friendly local transport and road networks
(c) Rationalizing land uses
(d) Redeveloping dilapidated buildings into new buildings of modern standard and environmentally-friendly design
(e) Promoting the rehabilitation of buildings in need of repair
(f) Preserving buildings, sites and structures of historical, cultural or architectural interest
(g) Preserving as far as practicable local characteristics
(h) Preserving the social networks of the local community
(i) Providing purpose-built housing for groups with special needs, such as the elderly and the disabled
(j) Providing more open space and community/welfare facilities
(k) Enhancing the townscape with attractive landscape and urban design.

Source: Chirisa and Dumba (2012)

2.6 THE ROLE OF PPP IN URBAN REGENERATION FOR SUSTAINABLE CITIES

2.6.1 PPP, Sustainable cities and Regeneration

2.6.1.1 Defining a sustainable city

Campbell (2001) posits that urban planning should be focused on sustainable development. The concept of sustainable cities is interrelated with the protection of natural resources as the means of providing acceptable living standards. The Sustainable City concept is built upon the building of strong, healthy, livable cities that depend on a healthy environment, a robust economy and sufficient employment opportunities for citizens. According to the Mountain Association for Community Economic Development (n.d) sustainable urban development is the ability to make development choices which respect the relationship between the three "E's"- economy, ecology and equity:

Figure 2.1 Defining sustainable urban Development

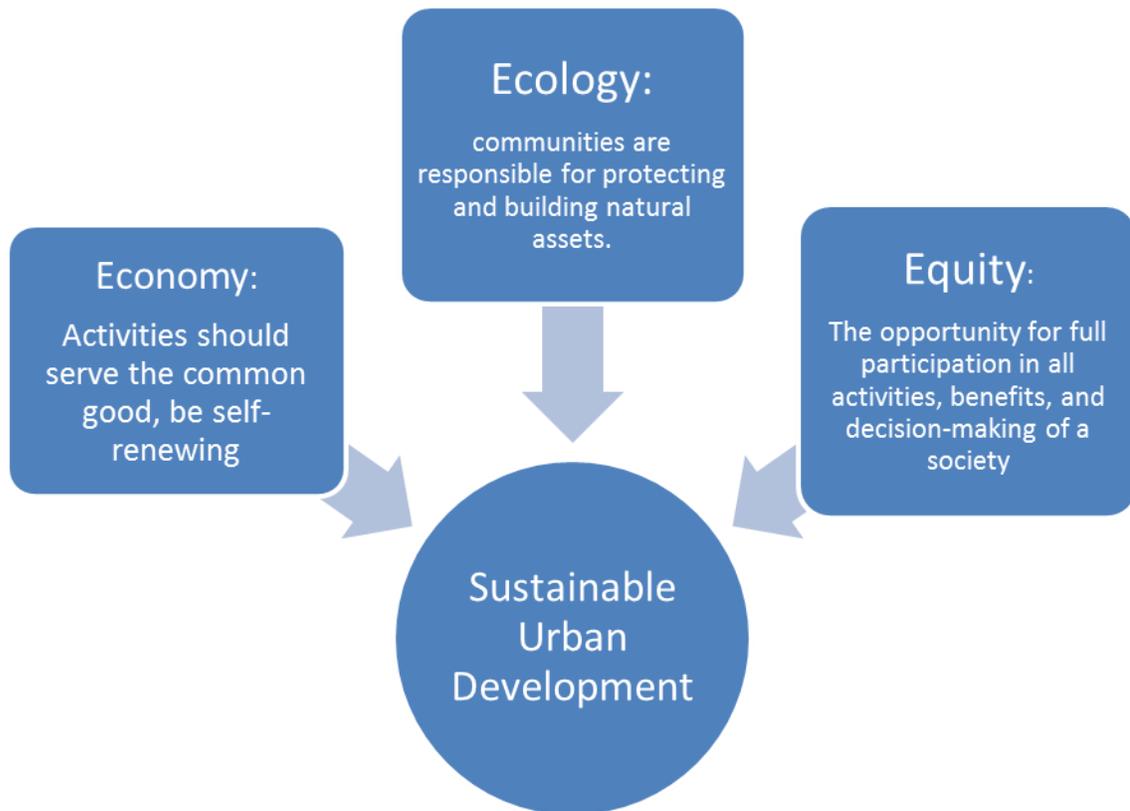


Illustration designed by the researcher

Ideas about a sustainable development became internationally recognized upon the publication of a report entitled “Our Common Future” in 1987. The major theme of the report was that the concept of sustainable development should guide governments at local as well as the national level in designing development plans. At the United Nations conference on Environment and Development in Rio de Janeiro in 1992, Agenda 21 was developed to manage global issues at local level.

2.6.1.2 Definition of urban regeneration

The concept of regeneration eludes fixed definition and leaves room for different interpretations. Regeneration typically denotes a renewal process, i.e. some form of repair or improvement. Several authors and agencies argue that 'urban regeneration should lead to economic, environmental and social benefits (Roberts and Acar, 1996). A regeneration process is therefore commonly aimed at revitalizing problem areas through addressing shortcomings in natural and built environments, heritage conservation, social integration and employment and economic activities in cities and their surroundings. Regeneration, as defined by Taylor (1995), is about developing and putting into operation strategies to turn around areas with above average indicators of deprivation or which are taken by residents and outside agencies as being in need of positive action to rebuild confidence in the area. Verwijnen (1999) maintains that the notion of *creative city* draws attention to the fact that beyond traditional forms of urban renewal and urban regeneration, cities show a growing interest in creating districts imbued with a climate of creativity and innovation. Therefore, city regeneration may be attained through the provision of adequate and reliable social services in the city.

2.6.1.3 Linking the sustainable Cities concept and urban regeneration

Urban regeneration efforts have immensely contributed to the building of sustainable cities. Urban regeneration has great promise in the modeling of green urban environments. The environment is fragile and often bears the brunt of urbanization. Efforts to address the ongoing deterioration of cities consequently become imperative and various public authorities engage in regeneration strategies to achieve and maintain sustainable cities. Urban regeneration

initiatives result in the facelift of the urban space thereby contributing to urban sustainability because they promote the local natural environment base. The major aim behind regeneration is to mend two characteristics of an area: its social fabric and physical environment, without displacing residents. With these thoughts in mind it can be concluded that city regeneration borrows a lot from the concept of sustainable development (Matamba and Chirisa, 2014).

2.6.2 The role of collaborative Regeneration

PPPs are being used in the delivery of public services and infrastructure development and have been successful in urban regeneration. PPPs for urban regeneration have assumed various forms and sizes from small culture or environment led initiatives to large infrastructure projects for which traditional PPPs have been utilized. PPPs have delivered notable urban regeneration outcomes. However, there is limited literature that describes the use of PPPs for urban renewal and this study aims at filling this gap.

It is important for the public and the private sectors to cooperate at numerous levels as execution of effective city renewal projects has been dependent upon public and private cooperation (Wojewnik-Filipkowska 2011). Many development practitioners have supported these new models of urban regeneration: a multi-sectoral partnership recognizing that previous approaches to urban regeneration have failed to improve the economic and social circumstances of residents of communities (Skelcher and Lowndes, 1998). The strengths of PPP rest in its consolidation of the strengths of both the public and the private sectors. Purely Public or purely private practices may result in ultimate failure of initiatives due to inefficiency, time consuming decision making and unsustainable organizational designs (Kwak, Chih and Ibbs, 2009). PPPs in urban regeneration have resulted in the following:

2.6.2.1 Improved quality of Public goods

Public dissatisfaction with the quality and coverage of public services and the ineffectiveness of the public sector in infrastructural development leaves greater private sector involvement as the only possible solution. According to Flinders (2005), the general public is now more concerned about the quality of public goods and services than the source of provision. Well planned PPPs

can support the public sector in upgrading the quality and the scope of services while accelerating the construction of infrastructure.

2.6.2.2 Improved resource base

PPPs and various other partnerships can be useful in bringing together the resources (especially financial) of both the public and private players resulting in the improvement of the capacity of both national and local governments in meeting their development goals. As PPPs draw private sector funds, they result in the decreased burden of an overstretched public sector (Macdonald and Cheong, 2014).

2.6.2.3 Empowerment of locals and Employment Creation

Some scholars have characterized partnerships as a mechanism for addressing a “participation deficit”; by involving marginalized groups. These arrangements seek to ensure that marginalized voices are heard (Biermann, Chan, Mert and Pattberg, 2007). According to Macdonald and Cheong (2014) the continual stress on community participation in the various renewal activities has also engendered opportunities for the private sector to provide a formal means for such engagement. Hence PPPs may provide means for engaging local communities in the stewardship of their environment, which is essential for the sustainability of such development initiatives. Public-private sector cooperation can also create jobs and revenues while addressing the need for public goods and services due to the fact that PPPs have more flexibility in hiring, work and pay mechanisms than public sector departments and organizations, which are subject to civil service laws (Rondinelli, 2002).

2.6.2.4 Building a sense of identity

As identity-building public assets, buildings, sites, and areas play a critical role in the community’s social, cultural, and economic health hence PPPs, through the building and upgrading of physical infrastructure, can assist communities to retain a sense of pride in their communities (Macdonald and Cheong, 2014).

2.6.2.5 Reduced project costs

They reduce the costs of the public projects due to the pooling of resources. Through public-private partnerships, governments can reduce the costs of huge expensive projects, thereby reducing public expenditures. Partners can be helpful in reducing government subsidies or losses and relieving fiscal pressures (Rondinelli, 2002).

2.6.2.6 Increased efficiency

Experience shows that many goods and services can be provided more efficiently through greater private participation. This results in enhanced managerial capacity, access to innovative technology, and specialized skills that the public sector does not normally have access to (Rondinelli, 2002).

2.6.2.7 Technological innovation

PPPs lead greater access to highly developed technology (UNESCAP, 2011). As such they can fill a gap in countries where the public sector is slow to respond to needs for the technologically sophisticated infrastructure and services which engender improvements in the much needed economic competitiveness.

2.6.2.8 Acceleration of projects

PPPs accelerate the achievement of objectives and projects, through improving efficiency in service provision, expanding coverage, and reducing delivery costs. Often, private organizations do not experience the bureaucratic challenge that plagues national and municipal governments, and they also use new technology and procedures (Rondinelli, 2002).

2.6.2.9 Sustained income generation and increased national productivity

PPPs have improved the state of cities, facilitating the generation of revenue in the form of long-term leases and various other income-generating projects. PPPs have far reaching impacts to an extent that when they accomplish their objectives they contribute to increasing national productivity and greater economic performance, guaranteeing a more effective allocation of

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

resources, hastening the transition to a market economy, and improving private sector participation and citizen. (Rondinelli, 2002).

2.7 CHALLENGES TO THE ESTABLISHMENT OF EFFECTIVE PPPS

Public Private Partnerships like any other partnerships are also faced with challenges that threaten their level of effectiveness. The following are some of the impediments to effective PPPs:

2.7.1 Lack of understanding of each other's goals

Partners may not have the same aims when entering into partnership, resulting in the failure of partnership or in conflicts (Rondinelli, 2000).

2.7.2 Absence of Trust

In most cases it has been established that the absence of trust between partners in a PPP is a foremost cause of its failure. Buse and Harmer (2007) point out that transparency issues are imprecise in PPP financing and agreements, as private sector funding components do not appear on public expenditure reports. As a result evaluation becomes difficult as important private sector data such as regarding profits can be considered issues of confidentiality and may therefore not be accessible.

2.7.3 Flexibility

According to UNDP (2000) some controls may negatively impact PPPs. In the event that one partner feels they are losing control they may put in place more rules or more stringent measures to guide the partnership, thereby making it less flexible.

2.7.4 Lack of accountability

In a PPP it is difficult for the public sector to hold the private sector answerable, while PPPs also mean increased responsibility of the private sector. The institutional characteristics of PPPs require monitoring and evaluation mechanisms that can adequately evaluate projects to determine whether or not objectives are realized (UNDP, 2000).

2.7.5 Conflicts

Conflicts occur in partnership and these may be a result of a combination of a variety of factors. There is an inclination of private partners to dominate development partnerships. This domination may lead to results that are inclined towards private goals and not the original goal of the partnership (Buse and Harmer, 2007). The possibility of culture clash in such partnerships is also ever present and may result in partners becoming frustrated with the culture of the other, thus militating against any progression. Other causes of conflict include misunderstanding of each partner's goals, poor communication lines and negative assumptions that result from this.

2.7.6 Corruption and misuse of resources

Zimbabwe National Chamber of Commerce (2009) states that PPPs are susceptible to negative tendencies such as corruption in the form of awarding tenders to undeserving, but politically well-connected bidders. Government contracts are prone to abuse by unprincipled individuals unless governed by highly disciplined personnel and transparency of the highest order in dealings.

2.7.8 Lack of Capacity

For Colverson and Perera (2011), it is necessary for both public and private parties to have capacity for a project to be carried out successfully. Such capacity is absent from many public private partnerships, and it takes both time and experience to establish it, thus making it difficult to quickly establish PPPs.

2.7.9 Higher costs

PPP engender higher user charges when implicit or explicit subsidies are removed. This is not necessarily a direct consequence of PPP, but the members of the public may perceive the increased rates and charges as a result of the private partner's required earnings on investment ZNCC (2009).

2.8 CONDITIONS FOR SUCCESSFUL PUBLIC PRIVATE PARTNERSHIP

The formation successful implementation of PPPs is independent upon macroeconomic and microeconomic factors where macroeconomic factors are directly related to the motivation behind PPPs and the macroeconomic factors impact the capacity and hence the success of the collaboration.

2.8.1 Macro level conditions:

2.8.1.1 Political stability

According to Jutting (1999) political stability is essential for the operations of the private sector, that is, both businesses and non-governmental organizations. Without a stable political environment supporting private for-profit and not-profit activities no sustainable partnership can be established. In countries where the civil society or the private companies are marginally involved in development, the government remains solely responsible for public service provision. The legal framework is also either conducive or prohibitive of private sector involvement.

2.8.1.2 Economic Stability

Economic instability is a sore for partnership building between the private and public sectors as it results in the public sector postponing or cancelling certain development projects. As a result planned partnerships may not materialize. In support of this, Jutting (1999) maintains that apart from political factors the economic situation of a country is an important determinant of PPP success. Also, economic crises lead to the compromise of most government plans.

2.8.2 Micro-level Conditions:

According to existing literature on the subject, apart from macro level factors micro level factors may also lead to either the success or failure of PPP initiatives. These are as follows:

2.8.2.1 Transparency and Trust

According to Carnevale (1995), trust denotes the assurance that “the intentions and actions of a person or group are ethical, fair and non-threatening concerning the rights and interests of others in social exchange relationships”. Trust needs to be developed at two levels: Amongst partners and among members of the public.

Firstly, trust and confidence need to be built within the partnership as partners are not likely to collaborate if they do not have any guarantee that the end product of partnering will benefit them (Klijn, Erik-Hans and Teisman, 2000). Trust can be undermined where the objectives of partners are unclear, unrealistic or conflicting. If no firm trust base is established partners will not effectively collaborate. Thus, a successful partnership is only possible when parties trust one another and are open- minded (Klijn, and Teisman, 2000). Secondly, the success of PPPs is also hinged upon the establishment as well as maintenance of public confidence in the integrity of the partnerships and once lost public trust is hard to restore. If PPPs are to succeed government must formulate and enforce clear and transparent regulations for private sector partners (Rondinelli, 2002).

2.8.2.2 Sound information dissemination and communication system- Hans Wilhelm Alfenetal (2009) postulate that since it is important that all information relative to the project must be distributed to the right party at the right time, it is necessary for the project to have a suitable communication system to accomplish this objective.

2.8.2.3 The “4 Ps”

The PPP concept can be further modified to PPPP, with “People” being the third partnership component. Participation of community members in development initiatives is a critical component for PPPs success since as Robertson and Acar (1999) puts it, the primary raison

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

d'être for many public-private partnerships is to serve a community. Involvement of the community engenders a sense of ownership and responsibility for the success of the project as well as its sustainability. According to Davy (2001) community members should be participants in the partnership formation and implementation process. This gives projects local support which is extremely vital to the success of a project. According to Davy (2001), community liaison capacity is an effective way of creating mutual trust between the community, the public sector and private sector. Investing in community liaison capacity is useful in developing partnerships and is the source of realistic expectations.

2.8.2.4 Adopting a Public Private Partnership Policy

PPPs can impact on other government policies in the areas of planning, budgetary and development policies. The distinctive nature of PPP helps to foster the formulation of policies such as a regulatory framework (ZNCC, 2009). Government regulations need to be balanced in such a way that it is not too stringent or relaxed if PPP are to be successful.

2.8.2.5 Commitment

For any project to be a success there must be interest and a commitment of the implementers of the project and same applies for PPP initiatives. High level local political commitment is also very vital.

2.8.2.6 Adequate Resources

According to Riley and Kraft (2010) parties can have well-crafted plans, well-defined roles and other prerequisites for the successful take off of projects but without adequate human as well as financial resources success is not possible.

2.8.2.7 Risk Sharing

According to Gross (2010) the need for the state to spread risk appears to be a common theme in many countries. The sharing of risks is vital in ensuring that the value-for-money benefits in

PPPs are realized. This suggests that the risk that the private party incurs, when engaging in a PPP, is incentive enough to ensure good performance and the assumption of responsibilities.

2.8.2.8 Time

The establishment of a PPP is time consuming as appropriate projects have to be identified. Besides, the usually reluctant public sector has to be persuaded to accept the concept and project execution plans have to be drawn and agreed to (McKinsey 2005). This has to be understood by the all partners involved. The timely access to information by all parties involved is vital in decision making and in ensuring that projects are executed within their time frame, avoiding unnecessary and often costly delays.

2.8.2.9 A Well-Crafted Plan

If PPPs are not well designed and supervised the cost of project implementation may be higher than expected. Poorly designed projects fail and the same goes for PPP initiatives. A well crafted plan would help partners to understand their roles well before project implementation and make it successful (Buse and Hammer 2006). The plan can take the form of a written agreement such as a Memorandum of Understanding stipulating the roles of each partner as well as a dispute resolution mechanism (Buse and Hammer 2006). Performance monitoring is also made easier through such arrangements as outputs are precisely measured against objectives.

2.9 CONCLUSION

The chapter looked at the literature review, which is the assessment of scholarly information on the topic under the study. A comprehensive literature review conceptualized PPPs, gave a background of PPPs and discussed the practice of urban regeneration in Zimbabwe. Most importantly the review of literature revealed the role of PPPs in urban regeneration and the researcher also took time to identify the challenges that plague the implementation of PPPs. Lastly conditions that are essential for successful PPP were discussed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

In this chapter, the methodology used in the collection and analysis of the data will be presented and focus will be upon the research design, sampling methods, data collection methods and data analysis techniques. Also discussed are the ethical considerations as well as the various challenges that the researcher came across in the field.

A research method is a strategy of inquiry which moves from the underlying philosophical assumptions to research design and data collection. The choice of research methods influences the way in which the researcher collects and analyses data. This study is guided by the qualitative research methodology. Creswell (2002) posits that the definitive goal of research is to formulate questions and unearth answers to those questions through suitable methodology. The researcher sought to answer the question on key project stakeholder's view on the potential of PPPs, its challenges, expected results and potential for improvement. Guiding this study were three major research questions that addressed the use of PPPs in urban regeneration and most importantly the potential of the PPP model in the country's development. The questions can be stated as follows:

- ❖ What is the role of Public Private Partnership in Urban Renewal?
- ❖ What are the conditions necessary for successful PPPs?
- ❖ What are the challenges to the establishment of effective PPPs?

3.1 RESEARCH DESIGN

Sidhu (1984) describes a research design as a road map that directs formats and helps the study. To support this notion Borgdan and Biklem (1992) state that a research design entails the researcher's plan of how to proceed. It follows therefore, that a research design is a detailed plan that underpins the procedures to be taken in a research. Qualitative research tends to produce data that are stated in prose or textual forms. In order to produce different types of data,

qualitative and quantitative research tend to employ different methods (Creswell, 2013). For example the random sample survey produces quantifiable data that can be statistically analyzed with the main aim of measuring, aggregating, modeling and predicting behavior and relationships. Contextual methods, in contrast, are applied to a specific locality, case or social setting and sacrifice extensiveness of population coverage and statistical generalizability in order to explore issues in depth and detail (Sidhu, 1984).

Public Private Partnerships are compound structures hence the qualitative research design was employed for the study. The preference of using qualitative research techniques over quantitative research techniques was largely influenced by the need of a human sense to interpret phenomena. Qualitative perspective emphasizes a phenomenological view in which reality inheres in the perception of individuals (Glatthorn and Joyner, 2005). According to Berg-Schlusser and De Meur (2009) qualitative research therefore refers to the meanings, concepts, definitions, characteristics, metaphors, symbols, and descriptions of things. On the other hand, quantitative research refers to counts and measures of things and is therefore not relevant to this study (Leedy and Ormrod, 2001). During the empirical stage of the research project, three data collection methods were employed: semi-structured interviews, observation and review of historical documents. The relevant, notable strengths of qualitative design include, the attention to detail, the ability to encompass both verbal and non-verbal actions, to break tough fronts, unearth meanings and complexity of cases, conveying feelings and experiences and inclusion of processes and natural environments. As for difficulties and weaknesses, it has been argued that single qualitative studies cannot be generalized across different cases as well as the fact that qualitative studies are usually accused of being impressionistic, subjective, biased and lacking in precision (Atkinson, 1990). Samples are small and not essentially representative of a broader population, so it is difficult to know the extent to which results can be generalized and it is difficult to tell how far the results are biased as a result of the researcher's own opinions (Atkinson, 1990).

3.2 RESEARCH POPULATION

According to Deacon et al (2007) the term research population is defined as the whole group in which the researcher is interested. In this study the group was comprised of urban regeneration Public Private Partnerships in Harare. The research was conducted in the city of Harare and the

rationale for the selection of the city was that Harare is the oldest city in the country and also the presence of PPPs and the need to have geographical representation of other urban areas in the country. The research population consisted of Public Private Partnerships within Harare and of these a sample unit was be considered and the selection was made using the purposive sampling technique.

3.2.2 POPULATION SAMPLE

Deacon et al (2006) observe that the sample unit is the major entity that the researcher is analyzing in their study. Partnerships operate on multiple levels, and as such require multi-level focus for evaluation. This work's methodology analyzed PPPs as organizational partnerships functioning at the micro or local level and was limited to three PPP cases in Harare urban regeneration. Focus was particularly on three urban regeneration partnership cases. The selection of the three private organizations was rooted in the fact that they engaged with council under different arrangement, experiences as well as their approaches of regeneration were different.

3.3 SAMPLING

According to Best and Khan (1993:13):

A sample is a small proportion of a population selected for observation and analysis. By observing the characteristics of a sample, one can make certain inferences about the characteristics of the population from which it is drawn.

It implies that the researcher chose participants on the grounds that they possessed information on urban regeneration and Public- Private Partnerships. For this research purposive sampling was utilized in data collection. Bachman and Schutt (2014) define purposive sampling as when, “each sample element is selected for a purpose, usually because of the unique position of the sample elements” This can also be termed judgmental sampling as the researcher used her own judgment to select the sample, rather than using random sampling. The researcher conducted interviews to selected Urban Development experts as well as members of organizations that were involved in a PPP with City Council.

3.3.1 Sample 1 – PPP experts

Five experts in Urban Development were identified through media review and discussions with associates employed in the above mentioned sectors. Two of the identified experts are employed by the City Council, with the remaining three being Private sector employees. These were selected on the basis that they had information on the subject under study. The research sample selection was systematized and the researcher had to select employees at different levels within the organization.

3.3.2 Sample 2 – PPP member organizations

Four organizations directly involved with PPPs in the urban renewal were identified, one of the four being a government department representing the public sector. The remaining organizations were from the private sector: two companies and a single Non- Governmental Organization. However, not all four organizations had sufficient staff complements to accommodate the size of the proposed sample. Brief backgrounds of the organizations are presented in Table 3.2. The sampling was divided between the four organizations as shown in the table below:

ORGANISATION	ENTITY TYPE	SECTOR	SAMPLE SIZE
Harare City Council	Municipal government department	Public	5
Old Mutual	private company	Private	5
Urban Space	private company	Private	5
Friends of the Environment	Non – Governmental Organization	Private	5

Table 3.1: Sample split per organization

<p><u>Harare City Council</u></p> <p>The Harare City Council is a local government unit and is responsible for the delivery of services for Harare city residents. Duties of the council include: providing clean drinking water, housing and accommodation, refuse collection facilities and health services. The council has partnered with various private organizations in urban regeneration. In urban regeneration Public- Private Partnerships the council mostly provides land for projects and human resources and rarely financial resources as the organization like other public entities faces financial constraints.</p>
<p><u>Urban Space</u></p> <p>Urban Space is a private initiative anchored in Harare which aims at transforming public spaces to be more inclusive and environmentally friendly and promoting positive deliberate interaction between citizens. The private company offers consultancy services besides implementing projects on behalf of other organizations at a stipulated implementation fee. Urban Space aims to achieve urban regeneration in areas of the city that need it by taking the ideas and suggestions of the local stakeholders, building on them and putting them into action using existing infrastructure. Their projects include beautification projects of the city that involve cleaning, greening, improvement of the physical appearance of urban public spaces and show casing of public art. Urban space provides financial and human resources for projects implemented while council helps with human resources and other resources where necessary.</p>
<p><u>Old Mutual</u></p> <p>Old Mutual is an international investment, savings, insurance and banking group. Old Mutual Zimbabwe engages in development initiatives that foster the development of housing, infrastructure amongst others. Old Mutual implements its infrastructural projects through the Central African Building Society and the City of Harare. Their projects include the construction of new buildings, upgrading of dilapidated ones and road construction and rehabilitation. Old mutual provides financial and human resources for projects implemented while council provides land and other resources as per need.</p>
<p><u>Friends of the environment</u></p> <p>Friends of the environment is a non –profit making organization promoting the re- greening of Harare and Zimbabwe at large through tree planting. In Harare the organization has partnered with city council in re- greening the city while taking down old trees that may be hazardous to the environment. The organization avails financial and human resources for projects implemented while council provides the land and other key resources.</p>

Table 3.2 Brief backgrounds of the organizations

3.4 CASE STUDY METHODOLOGY

According to Robson (1993:40) a case study is “...a development of a detailed intensive knowledge about a single case or a few number of related cases.” In this regard, Borg and Gall (2003:436) are of the view that a case study is an in- depth study of instances of a phenomenon in its natural context and how the perspectives of the respondents are involved in the phenomenon in its natural context. Schumacher and Macmillan (1983) assert that a case study is carried out to present issues of interest to the researcher. A case study was chosen since it offered an opportunity for the researcher to observe, probe deeply and analyse issues under investigation (Cohen and Manion, 1994). The case study design also enabled the investigation of a contemporary phenomenon: public-private partnership, within its real-life context. According to Lincoln and Guba (1985) investigating phenomena in their natural settings in enables thorough and free sourcing of information on the phenomena under study. A case study design allows direct access to events, activities and variables in their natural setting in such a way that participants would not display artificial behaviour (Borgdan and Biklem, 1981). Further, a case study design is flexible and this was of paramount importance for capturing emergent data and deepening understanding of the problem under investigation. The case study methodology was also adopted because it enables an in-depth understanding of certain aspects of relationships that other research methodologies cannot (Jensen and Rodgers 2001). The case study has its shortfalls, in that results could not be generalised to other instances as it focused on a particular instance.

3.5 DATA COLLECTION TECHNIQUES

3.5.1 Interviews

Bryman (2004) maintains that the quality of data obtained from the participants depends on the quality and reliability of the instruments used. In this research, interviews were used to obtain data and the objective of the interviews was to have opinions from experts in Urban Development and from partners working in urban regeneration to shed light on the role of PPPs in the creation of sustainable cities. According to Cohen et al (2011) an interview is an exchange of views between two or more people on a topic of mutual interest. As such, for the purpose of this study the term interview referred to a question and answer session on urban regeneration

PPPs that involved the researcher (interviewer) and a participant (interviewee). This method was used because it ensured a high response rate. It also enabled the researcher to be flexible and repeat or rephrase questions that the respondent could not understand (Robson, 1983). Furthermore, people prefer to be asked questions in a conversational situation than writing. The interview also had the advantage of enabling respondents to give more accurate and honest answers. Interesting responses were followed up in ways that could not be done by other instruments. Rich data could be captured as all actions like gestures that conveyed information, feelings and attitudes were also recorded. This was achieved in this case, by further probing the interviewees.

3.5.2 Semi-structured Interviews

Semi-structured interviews were used in data collection as their strength lies in discovering the interviewee's point of view (Bryman, 2004). Data from such interviews are credible and believable since they were not mixed with distortions from the interviewer (Wellington and Szczerbinski, 2007). Semi -structured interviews also allowed a better flow of conversation than structured interviews. An interview guide was prepared to lead the researcher in the process of collecting data to elicit relevant information that would answer the stipulated research questions. Different sets of questions were designed depending on sector (public or private) of a particular stakeholder in the partnerships. A different guide was also formulated for experts in Urban Development. The semi-structured guide contained an outline of topics to be covered, with suggested questions (Kvale 1996). These topics made it possible to compare interview results afterwards. The questions in the interview guides were compiled from the literature review. The interview guides are attached in the appendix 1, 2 and 3. The favored type of interview was the face-to-face interview as non – verbal communication aspects could then be observed. Face to face interviews also tend to be longer and more fruitful than telephone interviews (Holbrock et al, 1998). In order to get a broad view and not to miss valuable insights, employees from various levels were interviewed. In total interviews with twenty-three participants were conducted. Each interview lasted between 40 and 130 minutes.

3.5.3 Data Collection and Processing

3.5.3.1 Entry and exit from the field of study

In order to collect data from the participants, permission was sought from the project supervisor; the Development Studies Chairperson at Midlands State University and the Harare City Council human resources department. Letters confirming permission to collect data collect from the three private organizations under study were also obtained. In the majority of cases a phone call was made to request a one-hour in-person interview. Also, each participant was provided a copy of the interview questions so that they could follow along. It also gave them time to reflect upon their answers. The goal was to be transparent about what was being asked of them as well as to garner substantive responses from the interviewees. This was carried out with the consent of the respondents. As indicated in the introduction, the research was conducted in two phases.

3.5.3.2 Phase 1

Phase one involved conducting personal, semi-structured interviews with five experts in the field of Public-Private Partnerships, in the areas of municipality, urban renewal and city works.

3.5.3.3 Phase Two

Phase two involved interviewing selected individuals employed by organizations and Government departments that were directly involved in PPPs in the area of Urban Renewal.

All respondents were given the platform to discuss their thoughts and views around the following broad topics:

- Definition of PPP
- Urban Renewal PPPs;
- Factors affecting the success of PPPs;
- Challenges to the birth of effective PPPs;
- Lessons learnt from these collaborative efforts
- The potential of PPPs.

3.5.4 Observation

Observation was a primary data source as well. The researcher was professionally involved in one of the private organizations' partnership with city council. Project team meetings were an opportunity to make observations. Participant observation was utilized because it “involves the researcher being a member of the field group, or at least becoming a temporary member for some period of time” (Walsham 1995, p. 77). Observation data helped the researcher to gain valuable insights into the organizational culture of this particular organization, the council and the partnership in this project. In order to limit researcher bias, observations were self-consciously evaluated by checking external and internal consistency (Lofland 1971). The advantages of this participant observation are as follows: It blends in with natural activity, it gives the researcher access to the same places, people and events as the subjects, it gives access to documents relevant to the role, including confidential reports and records, it facilitates the use of mechanical aids, such as tape recorders and cameras and it provides personal first-hand experience of the role and thus heightens understanding of it. However, there is a possibility of conflict between one's role as a participant and one's role as a researcher.

3.5.5 Historical Documents

As pointed out by Stake (1995) documents and archival records are reliable sources of evidence in case studies. Historical documents were a secondary data source. Documents enhance understanding through their capability to place contemporary accounts within any historical context (Booth et al 1998). The study utilized documents in order to gain an initial understanding of the organizational settings, prepare for interviews and deepen themes that arose from the interviews. However, as noted by Booth et al (1998), documents may employ unexamined assumptions about social life which could be reproduced in the research.

3.6 DATA ANALYSIS PROCEDURES

Data presentation and analysis entails the process of ordering and structuring of data to produce knowledge. This connotes that data interpretation includes explaining, presenting and deducing meaning from the collected data during the research. Qualitative content analysis is used to analyze data that is in qualitative form. It is used to analyze a variety of meanings, attitudes and interpretations which quantitative data would have not explained fully. Data collected was

subjected to simple descriptive statistics and thematic analysis. Thus, data collected from the face to face interviews was categorised according to structured question types, occurrences and responses and was analysed in tables and narratives. The researcher did not include all the collected information in the final report so there was need for the researcher to carefully select the most salient data to write the report. As the research is a case study which is qualitative in nature, descriptive data was gathered. The report includes the participants' responses quoted verbatim in some instances for emphasis and clarity's sake. Analysis of data commenced in the field and continued even after data collection. For the purposes of evaluating data for its support on the existing knowledge, data analysis was done through reflection. Further, a follow up process was done to establish whether the data collected answered the research questions. In a bid to make an ideal data interpretation, raw data was coded and the researcher made use of tables for the purposes of presenting and analysing data. In analyzing information collected from interviews trends and patterns were first looked for data that reappeared within different interviewed individuals. Also, the researcher considered the emphasis or intensity of the respondents' comments. Other considerations were related to the consistency of comments and the specificity of responses in follow up probes.

3.7 PILOT STUDY

Before the actual implementation of the research and data collection, the researcher conducted a pilot-test of the interview questions. This was carried out with respondents but not with those who eventually participated in the main study. This pilot study revealed weaknesses in certain aspects of the interview guide that were unnecessary or ambiguous and needed re-phrasing.

3.8 ETHICAL CONSIDERATIONS

According to Cohen et al (2011) the researcher needs to obtain consent from participants hence permission was obtained from the respondents after explaining the purpose of the research and ensuring that they understand clearly the issue at hand and due to the sensitivity of the questions, interviewees were assured of anonymity. The researcher explained the purpose of the study to allay the fears of the participants and to reassure them that their responses would be used solely

for the purposes of the study. The researcher explained and clarified ethical risks to participants and reassured them that a high degree of professionalism would be observed (Best and Khan, 1993). To safeguard the privacy, anonymity and confidentiality of information given by participants, the researcher explained and assured participants a high degree of professionalism. The data acquired from the respondents during the study was kept strictly confidential as it included sensitive information. The answered questionnaires were kept by the researcher in the strictest of confidence. Due to the sensitivity of some of the responses, the names of any interviewees will not be mentioned.

3.9 CONCLUSION

This chapter covered issues relating to research methodology used. The following aspects were presented; the research design, the population, sample and sampling procedures and data collection methods. Over and above, the advantages and disadvantages of two data collection instruments, the interview guide and the video recording were outlined. At the end, data analysis and interpretation was briefly discussed. After collecting data, the researcher thanked the participants for their cooperation, patience, time and pains in during the data collection process. Further the researcher conveyed her gratitude and sincerity to the three schools' administration for their unwavering support in data collection. The collected data is presented, interpreted and analyzed in the following chapter.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0. INTRODUCTION

Having discussed the basis of this research, the literature review and the research methodology, it is the intention of the researcher to utilize this chapter to present and analyze the findings of the research on Public Private Partnerships in Urban Regeneration. The previous chapter, chapter three, delineated the methods that were used to gather data. The necessary field work in the form of conducting interviews was carried out. This chapter focused on the responses obtained from 25 interviews. The study site was Harare and workers from four organizations as well as experts in the field of study were interviewed. The research findings are presented under themes obtained from the research questions.

4.1. ANALYSIS OF DATA RESPONSE RATES

4.1.1. Interviews

Initially a total of 25 interviews were scheduled, however a total of 21 interviews were conducted. The other interviews could not be conducted as the interviewees were said to be busy or not available. In view of such challenges faced in data collection, a response rate of 84% was deemed adequate to justify the use of the findings as a basis for making recommendations. The following table shows a summary of interviews that were conducted and the response rate.

Category of Interviewee	Number of Respondents		% Response Rate
	Target	Actual	
Municipal Government Department	5	4	80
Urban Space	5	5	100
Old Mutual	5	4	80
Friends of the Environment	5	4	80
Field Experts	5	4	80
Total	25	21	84

Table 4.1. Summary of Interviews Conducted

4.2. Analysis of Respondents

The following table represents the summary of the nature of interview respondents from the interviews.

Aspect	Respondents	Respondents
Sex of Respondents	Males	62 %
	Females	38%
Average Age of Respondents	Males	36
	Females	28
	Total (both Sexes)	32

Table 4.2. Summary of Nature of Interview Respondents

4.3. DATA PRESENTATION AND ANALYSIS

In this section, a thematic approach to data analysis with similar questions from the interviews being analysed together were utilised.

4.3.1 THE ROLE OF PUBLIC PRIVATE PARTNERSHIP IN URBAN REGENERATION

4.3.1.1 Definition of PPPs

The researcher sought to gain a general understanding of the background of PPPs in urban regeneration. The first question was on the interviewee's understanding of what PPPs are. This initial research question was used by the researcher to initiate the interview with all of the respondents. Due to the ambiguity that surrounds the definition of PPPs the researcher wanted to explore the local definition of what they entail. Generally there was a consensus on PPPs being partnerships that entail the public and private sectors working together to achieve mutual interest. One respondent noted that a PPP is:

“ ...a partnership which explores ways of introducing private sector technology and innovation in providing better public services through improving operational efficiency.”

Another interviewee characterised PPPs as:

“...arrangements between the public sector organizations and the private sector organisations where some of the services that are the responsibility of the public sector are provided by the private sector, with clearly and mutually shared objectives on the development of infrastructure and service delivery. Under such arrangements private investors provide capital for infrastructure development projects or service delivery and run the projects for an agreed period of time before they hand them over to the government or parastatal organisation after making profit”

It was apparent from the responses that the interviewees generally understood the concept of Public-Private Partnerships and their role in the regeneration of cities. This finding, thus partially addresses the study's first objective of exploring the role of PPs in urban renewal. They

generally pointed out that PPPs were arrangements where public sector organisations partnered with private sector organisations with the ultimate objective of improving service delivery and infrastructural development. They also noted that under such arrangements the private sector organisations usually provide capital for projects and run the projects for a given time before handing over the project to public sector after having realised profits from it. The definitions given by the interviewees closely approximated the one given in the reviewed literature by Islam (2012) who defined PPPs as institutional relations involving the state and the private for-profit and/or the private not for-profit sector, whereby the different public and private actors jointly take part in defining the objectives, the techniques and the implementation of an agreement of cooperation. The convergence of the definitions given by the respondents with those in extant literature shows that they had a clear understanding of the concept. This demonstration of understanding the concept also generally gives credence to the respondents' views on the subject, thus affording the researcher deeper insight into the phenomenon.

4.3.1.2 Importance of PPPs in Urban renewal

Results from the data collection showed that need for PPPs was to a greater extent rooted in the public sector's failing capacity to perform its role as the provider of public goods. Council members themselves admitted that they were under resourced and had limited capacity to perform their duties well enough to meet expectations from the public. Respondents were then asked how important they thought PPPs were in achieving sustainable urban renewal and to explain their argument. Most respondents from both public and private sectors strongly agreed that PPPs were very vital with the most pointing out that the public sector is financially handicapped. Some of the responses were as follows:

- *“Councils are broke. They are always in a deficit situation and they cannot raise capital expenditure so they need the private sector.”*
- *“PPPs are vital in that they bring in the strengths of the private sector where there are public sector shortfalls for example financial constraints.”*
- *“The public sector needs the financial resources and the expertise of the private sector for their planned development processes to be sustainable.”*

Hence the need of additional financial resources by the public sector was seen as the most important reason for implementation of PPPs in urban renewal. Respondents also mentioned other strengths of partnerships under the following section. Generally the interviews underscored the importance of tapping financial resources from the private against the backdrop of the financial constraints faced by urban councils. This view also dovetails with what was established in existing literature on the subject. For instance, Bogessi (2009) notes governments recognize need for private funding in the public sector due to their budgetary constraints. Likewise, Osborne (2000) observes that PPP was established as a key public policy tool whose popularity is growing globally. As was noted by the Zimbabwe National Chamber of Commerce (2009) in Zimbabwe PPP policies seem to emphasize infrastructural development against the backdrop of financial impediments.

4.3.1.3 Major Strengths of PPPs

Results from data collection showed that both the private and public sectors now have a strong appreciation in the strength of working together and that both sectors preferred to partner rather than working in isolation. Respondents were also asked what they saw as the major strengths of urban renewal PPPs. Recurring responses were that PPPs brought economic and infrastructural development, lead to quicker project implementation and yield more positive results. Recurring responses were as follows:

- *“Having a link is an advantage and there are greater outputs when resources are pooled from both sectors. The huge impact that the projects have on local infrastructure is another positive born from the partnerships.”*
- *“PPP’s bring economic dynamism on otherwise decaying urban environments.”*
- *“The sharing of liabilities is a positive. PPPs also provide a faster way of providing services.”*
- *“For me the common appreciation that the city needs attention to bring back its sunshine city status and stop the deterioration is the major strength of urban renewal PPPs.”*

The views quoted above testify to the general consensus among the respondents that PPPs have outstanding virtues when it comes to the enhancement of public services and infrastructural

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

development. It was generally felt that the sharing of liabilities between partners could go some way towards more effective and efficient delivery of services. The pooling of resources from the public and private sectors was also seen as enhancing the potential for greater outputs. This also confirmed what was established in existing literature on PPPs. For instance, Macdonald and Cheong (2014) observe that PPPs and various other partnerships can be useful in bringing together the resources (especially financial) of both the public and private players resulting in the improvement of the capacity of both national and local governments in meeting their development goals. They further maintain that As PPPs draw private sector funds; they result in the decreased burden of an overstretched public sector

The following is a tabulation of findings from the respondents regarding the role of PPPs in sustainable urban regeneration. The tabulated points are unranked and equally weighted: Respondents were asked to list the three most important conditions affecting the formation of effective PPPs. This question was open ended.

All responses have been tabulated and ranked below:

No	Role
1.	Acceleration of the delivery of regeneration
2.	Pooling of financial resources
3.	Sharing of risks and liabilities
4.	Key infrastructural improvements
5.	Increased capacity of public authorities to serve the needs of the public
6.	Improved quality of outputs

Table 4.3 The role of PPPs in Urban regeneration

As encapsulated in Table 4.3 the advantages of PPPs include acceleration of regeneration, pooling of financial resources, sharing of risks and liabilities,

infrastructural improvement, increased capacity of local authorities for service delivery and improved quality of outputs. The views expressed by respondents closely approximate to those expressed in extant literature. For example, Gross (2010) observes that the need for the state to spread risk appears to be a common theme in many countries, further noting that the sharing of risks is vital in ensuring that the value-for-money benefits in PPPs are realized. However, it is also important to note that the involvement of partners in the delivery of public services and infrastructural development could reduce the pace of the implementation of policies and programs.

4.3.2 THE CONDITIONS NECESSARY FOR SUCCESSFUL PPPS?

The majority of respondents focused on macro level conditions and with the majority giving reference to political conditions than economic conditions. The respondents suggested that some promoters of a successful outcome in a PPP would include political stability, a favorable legislative environment and minimal political interference. Some of the respondents' comments were as follows:

- *“An enabling government policy prescriptions, good governance, a favorable local business environment supported through enabling policy provisions at the local level are important conditions.”*
- *“Good governance, transparency and honesty in dealing when a private player provides materials and these must be put to agreed use.”*
- *“Political stability, governance issues should be well understood and minimal political interference are the conditions necessary for sustainable PPPs.”*
- *“Political willingness, community buy in, a favorable legislative environment and honesty”*
- *“Having a complete understanding of the costs and obligation of parties concerned is important. Partnership has to be a two way street and you have to be sincere. A positive attitude, being responsible, honest and above board when coming to agreements will define success of public private partnership.”*

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

The following is a tabulation of findings from the respondents regarding the conditions necessary for successful PPPs. The tabulated points are unranked and equally weighted: Respondents were asked to list the three most important conditions affecting the formation of effective PPPs. This question was open ended. All responses have been tabulated and ranked below:

No	Condition
1.	Transparency
2.	Trust
3.	Good communication
4.	Good governance
5.	Conducive economic environment
6.	Stable political environment
7.	Effective planning and follow through on plans
8.	Community buy in
9.	Political will
10.	Clear definition of responsibilities
11.	Having accountability measures
12.	Commitment

Table 4.4 Conditions necessary for successful PPPs

As summarized in Table 4.4 above, there are number of conditions necessary for the successful implementation of PPPs. These include good governance, transparency and political will. Political stability and good governance were underlined as critical to the success of PPPs, along with political will. It is important to note that according to the Ibrahim Mo governance index of 2013 Zimbabwe had a low good governance index of 35%. This could indicate that it may be difficult for PPPs to be effectively implemented in Zimbabwe due to poor governance.

4.3.3 THE CHALLENGES TO THE ESTABLISHMENT OF EFFECTIVE PPPS

When asked about the challenges to the establishment of effective PPPs most interviewees discussed micro level conditions. The private sector largely pointed out the operational weaknesses of the public sector such as bureaucracy, financial limitations, poor planning and general inefficiency of as the challenges whilst the public sector interviewees mostly pointed out to challenges within the partnership such as mistrust between partners, poor communication channels, misunderstanding of goals and the lack of accountability. Some of the recurring comments were as follows:

- *“The exclusion of the would be beneficiary in the PPP initiatives is a major characteristic of these projects leading to their ultimate failure as the locals are key in the sustainability of the projects.”*
- *“Some partners may not be performers and their inefficiency may affect the whole partnership negatively. The misuse of resources is a common challenge in PPPs that makes people nervous at the thought of working with local government.”*
- *“Public buy in is usually disregarded and this leads to the failure of our projects. You may find people vandalizing the infrastructure you will have tirelessly worked hard to improve or uprooting the trees you will have planted in an area. The availability of resources to maintain infrastructure in some cases is also a major challenge.”*
- *“The local authorities are never prepared to spend beyond their original budgets. Having a fixed budget like that can have negative consequences where more is needed to sustain projects in the long run.”*
- *“The inability to do forward planning vital for the city to grow is lacking and there is backlog on statutory planning by council. Corruption, poor communication and bad attitude towards projects have also contributed to the disappointments of certain projects.”*
- *“Mistrust between partners and the lack of accountability are primary challenges to effective partnerships.”*

The following is a tabulation of findings from the respondents regarding the challenges to success of PPPs. The tabulated points are unranked and equally weighted: Respondents were asked to list the three most crucial challenges affecting the formation

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

of effective PPPs. This question was open ended. All responses have been tabulated and ranked below:

No	Barrier
1.	Lack of trust
2.	Negative attitudes towards the idea of partnership or towards a partner
3.	Poor legal frameworks
4.	Bureaucratic tendencies
5.	Lack of accountability
6.	Absence of adequate financial resources
7.	Absence of community buy in
8.	The misuse of resources
9.	Stringent controls by public authority
10.	Poor planning
11.	Poor communication lines
12.	Corruption

Table 4.5 Challenges to Success of PPPs

Impediments to the effective implementation of PPPs are summarized in Table 4.5. They include lack trust among partners, bureaucratic tendencies, poor legal frameworks, lack of resources, and lack of community involvement. The participants indicated that lack of involvement of the beneficiaries of public projects in the PPPs could militate against their successful implementation. One participant articulated it aptly as follows: *“The exclusion of the would be beneficiary in the PPP initiatives is a major characteristic of these projects leading to their ultimate failure as the locals are key in the sustainability of the projects.”* Similarly, another participant commended:

Public buy-in is usually disregarded and this leads to the failure of our projects. You may find people vandalizing the infrastructure you will have

tirelessly worked hard to improve or uprooting the trees you will have planted in an area. The availability of resources to maintain infrastructure in some cases is also a major challenge.

It is apparent from the submissions by the participants that for PPPs to be effectively implemented there is need for buy-in by the local communities who benefit from the projects. An effective way of ensuring the buy-in of communities is involving them; hence a participatory to PPPs projects is cardinal. This finding dovetails with the views established in existing literature on the need for participation by involving marginalized groups (Biermann, Chan, Mert and Pattberg, 2007). Macdonald and Cheong (2014) also argues that the continual emphasis on community participation in the various regeneration activities engender opportunities for the private sector to provide a formal means for such engagement.

4.3.4 SOLUTIONS TO CHALLENGES, LESSONS LEARNT AND THE FUTURE OF PPPS

The researcher sought to gather views on the solutions to the various challenges pointed out and on the future envisioned for PPPs. Lessons learnt were also drawn from the partnership experiences. Based on the lessons respondents had learnt from their experience with PPPs they were asked to suggest solutions to the challenges hindering the effectiveness of urban renewal PPPs.

- *“People who are inefficient and corrupt in the public sector must be fired. And processes should not be politicized. That is the only way many projects are going to take off.”*
- *“Red tape needs to be cut off and processing should be done in a business manner.”*
- *“Clear legal and regulatory frameworks are required for sustainable development and the public sector must be reformed in order to end bureaucratic tendencies that slow down execution of projects.”*
- *“There should be an improvement of governance and in accountability. This will in turn improve the degree of trust between partners involved. Honesty and work ethics are very important. If in partnership we have agreed on a specific project to be implemented everyone must fulfill their duty.”*

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

- *“I think you have to select a project team that is effective and dedicated to the project. I think that is fundamental and you got to have good communication between the actors otherwise one partner may really suffer as a result.”*
- *“It’s got to be a win- win situation not grab- win if the private sector is to participate more because presently we are not gaining much from dealings with the private sector.”*

The following is a tabulation of findings from the respondents regarding the solutions to the challenges hindering the effectiveness of PPPs. The tabulated points are unranked and equally weighted: Respondents were asked to list the three most crucial challenges affecting the formation of effective PPPs. This question was open ended. All responses have been tabulated and ranked below:

No	Solution
1.	Presenting mutual benefits
2.	Improved communication
3.	Clear legal regulatory framework
4.	Improved levels of accountability
5.	Uprooting of corruption
6.	Removing the red tap
7.	Transparency
8.	Commitment

Table 4.6 Solutions to problems faced in PPPs

As summarized in Table 4.6, the solutions to the challenges facing PPPS in Zimbabwe including ensuring mutual benefits, improving communication, creating a clear legal framework, improving accountability, eradicating corruption, reducing bureaucracy and ensuring that there is transparency. With regard to the need for ensuring mutual benefits one respondent commented that *“It’s got to be a win- win situation not grab- win if the private sector is to participate more because presently we are not gaining much from dealings with the private sector.”* This calls for

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

clear legal and policy framework which ensures mutual and equitable benefits from PPPs. The need to address corruption also featured prominently in the interviews, particularly with regard to the awarding of tenders private sectors players in the provision of public services or for infrastructural development projects. This cohered with what established in the reviewed literature. For instance, Zimbabwe National Chamber of Commerce (2009) states that PPPs are susceptible to negative tendencies such as corruption in the form of awarding tenders to undeserving, but politically well-connected bidders. It further maintains that government contracts are prone to abuse by unprincipled individuals unless governed by highly disciplined personnel and transparency of the highest order in dealings. In this connection one interviewee remarked, *“People who are inefficient and corrupt in the public sector must be fired. And processes should not be politicized. That is the only way many projects are going to take off.”* However, it is important to note that the problem of corruption cannot be addressed simplistically as it is endemic. The entire public sector in Zimbabwe appears to be riddled with corruption to an extent that even the Anti-Corruption Commission appears to be powerless in addressing it. A holistic approach is needed to tackle the problem of corruption in Zimbabwe. This includes instituting broad-based measures to extricate the country from the economic quagmire it currently finds itself in.

4.4 CONCLUSION

This chapter restated research questions and explored the potential of Public Private Partnerships in urban renewal. The strengths as well as challenges faced in such partnerships were also highlighted. Findings pertaining to the conditions necessary for effective partnership were presented, analysed and interpreted. The findings indicate that the respondents predominantly showed a clear understanding of PPPs and how they should be executed. Generally the interviewees underscored the importance of tapping financial resources from the private against the background of the protracted financial constraints faced by urban councils. There was general consensus among the participants that PPPs have outstanding virtues as regards the enhancement of public services and infrastructural development. The respondents predominantly felt that the sharing of liabilities between partners could go some way towards more effective and efficient delivery of public goods and services. The pooling of resources from the public and private sectors was also seen as enhancing the potential for realization greater outputs in

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

public services. As articulated by the participants, impediments to the successful implementation of PPPs include lack trust among partners, bureaucratic tendencies, poor legal frameworks, lack of resources, and lack of community involvement. The solutions to the challenges bedeviling PPPs included, inter alia, the following: ensuring mutual benefits, improving communication, creating a clear legal framework, improving accountability, eradicating corruption, reducing bureaucracy and ensuring that there is transparency.

CHAPTER FIVE

CONCLUSION

5.0 INTRODUCTION

This chapter aims to summarize the previous chapters and will offer a hem to the study as well as leave behind reflection on the research subject through recommendations. It is also the aim of this chapter to link and juxtaposing the research findings to the theory and literature reviewed by several scholars in chapter two. The aim of the chapter will be on establishing answers to the research questions and answers to study objectives presented in chapter one. The chapter will end with suggested recommendations.

5.1 SUMMARY OF FINDINGS

The purpose of the study was to explore the possibilities of Public- Private Partnership as a development strategy specifically in Urban renewal. The degree and method of involvement of the two parties in the design and quality of urban renewal projects is what this research sought to explore. Another objective was to identify appropriate interventions and specific actions that can be taken by key stakeholders in improving PPP projects. The conclusions based on the research findings presented in chapter four of this dissertation will be employed to address the objectives which were formulated. Each objective will be listed and a conclusion related to the objective will be provided.

5.1.1 The role of Public Private Partnership in Urban Regeneration

There has been recognition that previous approaches to urban regeneration have failed to improve the economic and social conditions of residents of deprived communities leading to the embracing of Public – Private Initiatives. Public and private organizations have been called upon to attend to national and local needs such as improving service delivery and creating jobs. As a result, these organizations are increasingly adopting such partnerships to enhance their capacity

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

to implement solutions that address social, political, economic, and environmental issues. It is important for the public and the private sectors to cooperate at numerous levels as execution of effective city regeneration projects has been dependent upon public and private cooperation (Wojewnik-Filipkowska, 2011). PPPs have shown to have great potential not only in the area of urban regeneration but in other areas that call for development. PPPs have led to improvements in the execution of urban regeneration initiatives. The strengths of PPP lie in the harmonizing of the strengths of both the public and the private sectors. PPPs in urban Renewal initiatives have enhanced the public sector's capacity as a service provider, have reduced costs, improved the quality of project outputs and have inspired the formulation of new, innovative ways of building sustainable cities. It is evident that PPPs have a great, positive future in Urban Development.

5.1.2 The challenges to the establishment of effective PPPs?

Effectiveness is the measurable impact that results from a successful partnership and the involvement of the private sector (both formal and informal) has led to improvements in the execution of urban regeneration initiatives yet there are also challenges associated with this nature of partnership. These challenges to PPP were both internal organizational handicaps and external challenges faced in the partnering process. The major external challenges were: Lack of understanding of each other's goals, absence of effective accountability mechanisms and poor communication lines. In the majority of cases the absence of trust between partners in a PPP was a major cause of its failure. Partners were found to have different objectives when entering into partnership resulting in the failure of partnership or conflicts whilst strict conditions placed upon private players by the public sector also contributed to the various challenges to effective PPP. Finally in a PPP it was found to be difficult for the public sector to hold the private sector accountable or the other way round.

5.1.3 The conditions necessary for successful PPPs?

Conditions necessary for the take off of PPPs were discovered to be under two categories: Macro level conditions and micro level conditions. At macro level Political stability and economic stability were found to be the most important preconditions for effective Public Private Partnerships. At micro level transparency and trust, effective communication, commitment and

clearly defined goals were seen as the most important conditions. Other conditions were community involvement, the adoption of a Public Private Partnership Policy, having adequate resources, risk sharing and a well crafted plan.

5.2 STUDY'S RELEVANCE

There has been growing acceptance of the fact that the Public sector; on its own; can no longer on its own effectively carry out sustainable development initiatives. This study offers PPP as a solution to this challenge. In development discourse it is evident that there has also been a gradual shift from the encouragement of traditional approaches to embracing new approaches that yield greater positive change. This study is therefore relevant as it explores the potential of a new approach in the area of sustainable urban development. The challenges to the use of PPP as a development tool have also been examined in order for the drawing of policies to avoid them and maximizing of positive results of PPPs. As public and private organizations increasingly adopt collaboration as a way to address public matters, it is necessary for scholars and practitioners familiar with the practice to create awareness and provide education about what it takes to be effective (Agranoff, 2006). From reviewing literature and from primary data collection the researcher realized that there is growing evidence that PPPs are not well understood or conceptualized. This study will help fill this gap.

5.3 LIMITATIONS OF STUDY

This study necessarily faces several limitations. In the choice of methodology the Qualitative Case study Approach utilized has limitations in that its results, results are not easily generalizable to other partnerships. The method summarizes and reports patterns from the available data set, whether or not this set is entirely representative of the broader population. The study's participants self-defined collaboration so the data they provided was based on their own perceptions about collaboration. An additional limitation, noted above, involves the possibility of geographic bias in this study's data set. On one hand, a wider assortment of PPPs could yield more comprehensive insights into the interaction among contract strategies and outcomes. These issues could be subject for more rigorous research in the future.

5.4 RECOMMENDATIONS

5.4.1 Recommendations to Stakeholders:

5.4.1.1 Public Sector

Public authorities need to slacken the legislation around PPPs. This will allow for private sector participation and will also increase the speed of efficiency at which PPP initiatives are executed. Lastly, the sourcing of specialized skills required for PPP success needs to be prioritized.

5.4.1.2 Private Sector

The private sector needs to see Public Private Partnership advantages way beyond immediate profit – making as the ripple effect of improving the state of cities will generate far reaching effects. Private companies and individuals should address the serious skills shortage that plagues the PPP environment.

5.4.2 In partnership:

Transparency in the contracting process, as well as the contract arrangements themselves, should help avoid the encouragement of any potential mismanagement of financial resources the allotment of risks and rewards is a driving force for a quality private partnership. The public partner should ensure that contracts are based on realistic terms and do not transfer overwhelming risks to the private partner or excessively limit performance incentives. In addition, while taking existing best practices into account, contract requirement should be carefully tailored to the circumstances at hand. Proper monitoring and managing of quality and performance are particularly important in urban renewal PPPs. Monitoring and evaluation mechanisms, performance indicators, outputs, as well as any performance bonuses should be discussed upfront then structured into agreements while the involvement of the community results in a sense of ownership and responsibility for the success of the project as well as its sustainability. Stakeholders must have input in creating the vision and outlining the mission of the partnership and a well crafted plan will help parties to understand their roles well before project implementation and make it successful. Another recommendation is that all members

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

should share in decision making and be jointly accountable for the results of their work regardless of what they contribute. Effective partnership is comprised of trust, communication, transparency, mutual respect, and the ability to work in concert with partner members. Trust needs to be developed at two levels: Amongst partners and that of the public masses. It is also important that all information related to the project must be distributed to the right party at the right time; therefore, it is necessary for the project to have a suitable communication system to accomplish this objective.

5.5 RECOMMENDATIONS FOR FURTHER RESEARCH

Based on the limitations of this study and its findings, there are other areas where further research would be valuable to the field. Conducting a prospective study may reduce recall bias and produce different sets of results and could support real-time changes that positively impact partnerships. As Public Private Partnership is too diverse to be exhausted in a single research there is a real need for further research. A multiple case study analysis of a greater number of public-private partnerships should be conducted. The rationale behind this large-scale analysis is to discover similarities and best practices to serve as distinct guidelines for leaders seeking to come together under the Public Private Partnership model.

REFERENCES

Adair A., Berry J., McGreal S., Denddis B., Hirst S. 2000. *The financing of urban regeneration*, Land Use Policy 17, pp. 147-156.

Alfen H, W. (2009) **Public-Private Partnership in Infrastructure Development Case Studies from Asia and Europe**. Weimar: Docupoint Magdeburg GmbH.

Amrikhaynan, A. (2010) *'Monitoring Across Sectors. Examining the Effect of Non-Profit and For-Profit Contractor Ownership on Performance Monitoring in State and Local Contracts'* Public Administration Review September/October 742-755.

Atkinson, P, D, S. and Hammersley, M. (1988) 'Qualitative research traditions: a British response to Jacob', *Review of Educational Research*, 58, 2, pp. 231-250.

Bachman B and Schutt, R, K. (2014) **Fundamentals of Research in Criminology and Criminal Justice, Third Edition**. Thousand Oaks: SAGE Publications.

Berg-Schlosser, D., and De Meur, G. (2009) *"Comparative research design: case and variable selection."* Configurational comparative methods: qualitative comparative analysis (QCA) and related techniques, B. Rihoux and C. C. Ragin, eds., SAGE Publications, Thousand Oaks, CA, 19-32.

Best, M. and Khan, G. (2003) **Basis of Research Techniques and Methods**, Sage Publication: London.

Beswick, C. 2001. *Public Private Partnerships in Urban Regeneration: The Case of London*.

Biermann, F., Chan, M., Mert, A., and Pattberg, P (2007) *Multi-stakeholder partnerships for sustainable development: Does the promise hold?* In P. Glasbergen, F. Biermann, & A. P. Mol (Eds.)

Bogessi, S (2009) **Public-Private Partnership for Urban Regeneration: The Case of the Urban Transformation Companies**. Milano: McGraw-Hill.

Booth, A. (1998) Testing the Lore of Research, Library Association Record, 100(12), 654.

Bryman, W. (2004) **Research Design and Methods**, Eagles Printers: New York.

Buse, K., and A.M. Harmer. (2007) *"Seven Habits of Highly Effective Global Public-Private Health Partnerships: Practice and Potential."* Social Science & Medicine 64(2): 259–71.

Campbell, G. (2001) **Public- Private Partnerships- A Developing Market?**, Melbourne, Unpublished.

Carnevale, D.G. *Trustworthy Government: Leadership and Management Strategies for Case Studies from Asia and Europe* Publisher of Bauhaus-Universität Weimar collaboration. *Journal of*

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

Public Administration Research and Theory (19), 23-56.

Charles Polidano (eds.) (2002) *Handbook on Development Policy and Management*, Cheltenham, England: Edward Elgar Publishing Ltd., 2002: 381-388.

Chirisa I and Dumba S. (2012) *Spatial planning, legislation and the historical and contemporary challenges in Zimbabwe: A conjectural approach*. *Journal of African Studies and Development* Vol. 4(1), pp. 1-13, February 2012

Cohen, L., Manion, L., & Morrison, K. (2011). **Research Methods in Education**(7 ed.). New York: Routledge.

Creswell, J.W. (2002) *Educational Research: Planning, Conducting, and Evaluating*.

Davy, A. (2001) *Managing community expectations through tri-sector partnerships*. Working Paper 9, Business Partners for Development, London: Natural Resources Cluster. *Docklands*. MDP Thesis, Faculty of Environmental Design, University of Calgary.

Deacon, D., Bryman, A. and Fenton, N. (1998) 'Collision or Collusion? A Discussion of the Unplanned Triangulation of Quantitative and Qualitative Research Methods', *International Journal of Social Research Methodology*1: 47–63

Flinders, M. (2005) *The Politics of Public-Private Partnerships*, *The British Journal of Politics and International Relations* 7 (2): 215–239

Fosler, S. R.; Berger, R. A. *Public- Private Partnerships in American Cities*.

Fourie, F. And Burger, P. (2000).*An Economic Analysis and Assessment of PPPs*. *South African Journal of Economics*. Volume 68, No 4.

Furedy, C. (1990) *Social aspects of solid waste recovery in Asian cities; Environmental sanitation reviews*, No 30. Bangkok, Thailand

Gidman P., I., and Blore .J. Lorentzen, W. and Schuttenbelt, H. (1995) *Public- private partnerships in urban infrastructure services*: Urban Management Program working paper series 4, Kenya.

Glatthorn, A.A. and Joyner, R.L. (2005) **Writing the Winning Thesis or Dissertation: A step by step guide**.California. Corwin Press.

Government of Zimbabwe. (2010)**PPP Draft Document**. Harare, Print flow.

Government of Zimbabwe. (2012)**Budget Statement**, Harare, Print Flow.

Grimsey, D. and Lewis, M., K. (2002)"*Evaluating the risks of public private partnerships for infrastructure projects*." *International Journal of Project Management* 20(2): 107-118.

Gross M, E. (2010) **Aligning Public-Private Partnership Contracts with Public Objectives for Public-Private Partnership** in UNESCAP Academic Publishers 2008.

Hodge, G. A. (2010) ‘Reviewing Public-Private Partnerships. Some Thoughts on Evaluation’ In Hodge, Graeme, Greve, Carsten and Boardman, Anthony. Eds. 2010. **International Handbook on Public-Private Partnerships**. Cheltenham: Edward Elgar, pp. 81-112.

Hodge, G. and Greve, C. (2007) *Public-private partnerships: an international performance review*. Public Administration Review, 67, 545-558

Islam S, R. (2012) *Key Factors and Readiness Perception Indicators Appraisal: Public Private Partnership in Infrastructure Development Project in Bangladesh*, Institute of Governance Studies BRAC University, Dhaka.

Jones, R. (1998) “*The European Union as a promoter of public-private partnerships*”, in L.Montanheiro, B. Haig, D., M. and N. Hrovatin (eds) **Public Private Sector Partnership: Fostering Enterprise**, Sheffield: Sheffield Hallam University Press, pp. 183-94.

Jooste S., F. and Scott R., W. (2009) **Organizations Enabling Public Private Partnerships: An Organization Field Approach**. Stanford: Collaboratory for Research on Global Projects.

Jütting, J (1999) **Public-private-partnership and social protection in developing countries: the case of the health sector**, Germany: Center for Development Research.

Kettl, Donald F. (2009) **The Next Government of the United States. How Our Institutions Fail Us and How to Fix Them**. New York: W.W. Norton.

Klijn, E.-H., and Teisman, G. (2003) *Institutional and strategic barriers to public private partnership: An analysis of Dutch cases*. Public Money and Management, 23, 137-146.

Kvale, Steiner (1996): **Interviews – An introduction to qualitative Research Interviewing**. Sage Publication, London

Kwak, Y., H., Chih, Y., and Ibbs, C.W.(2009) *Towards a comprehensive understanding of public private partnerships for infrastructure development*. California Management Review, 51, 51-78.

Leedy, P.D. and Ormrod, J.E. (2001) **Practical Research: Planning and Design**, 7th Edition, Upper Saddle River: Merrill Prentice Hall.

Lian, K. K, Gunawansa A, Bhullar L.(n.d) *Eco- cities and Sustainable cities – Whither?* Lien Centre of innovation.

Lofland, J. (1971). **Analyzing social settings: A guide to qualitative observation and analysis**. Wadsworth: Belmont.

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

Lowndes, V. and Skelche, C. (1998) “*The dynamics of multi-organizational partnerships: an analysis of changing modes of governance*”, *Public Administration*, Vol. 76, n. 2, pp. 313-333.

Macdonald and Cheong (2014) **The Role of Public-Private Partnerships and the Third Sector in Conserving Heritage Buildings, Sites, and Historic Urban Areas.** Los Angeles: Paul Getty Trust.

Mackintosh M (1992) “*Partnership: issue of policy and negotiation*”, *Local Economy*, vol. 3, n. 7, pp. 210-224.

Mahachi, T. (2012) *City of Harare Strategic Plan 2012 – 2025*

McKinsey and Co. (2005) **Global Health Partnerships: Assessing Country Consequences.** Seattle: Bill & Melinda Gates Foundation.

Mehrotra, S. (2006) *Governance And Basic Social Services: Ensuring Accountability in Service Delivery Through Deep Democratic Decentralization*, *Journal of International Development* 18, 263–283. DOI: 10.1002/jid.1219

Mountain Association for Community Economic Development (MACED): *What is a sustainable city?* Hart Environmental data available at: <http://www.subjectmatters.com/indicators/Sustainability/DefinitionsCommunity.html>

Mo Ibrahim Governance Index <http://www.Moibrahimfoundation.org/downloads/publications/2014/2014-iiag-country-summaries.pdf>

Holbrook, Allyson L., Melanie C. Green, and Jon A. Krosnick. (1998) *Telephone Versus Face-to-Face Interviewing of National Probability Samples with Long Questionnaires: Comparisons of Respondents Satisfying and Social Desirability Response Bias*, *Public Opinion Quarterly* Volume 67:79–125 ANES Technical Report Series

Mustaghis-ur-Rahman. (n.d) *Public Private Partnership (PPP) for Social Development: A South Asian Perspective* www.managementjournals.com Volume 1 Issue 2, pp. 210-224.

Osborne D., Gaebler T. (1992) **Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector.** Reading, Addison-Wesley, MA.

Osborne, S. P. (2001) **Public-Private Partnerships: Theory and Practice in International Perspective.** London: Routledge.

Palmer, G. (2009) *Public-Private Partnerships Literature Review*, Aid Delivery Methods Program, 2009. Paper number 16). Geneva, WHO, Division of Analysis, Research and Assessment.

Podziba, S. (1998). **Social Capital Formation, Public-Building and Public Mediation: the Chelsea Charter Consensus Process.** Dayton: OH: Kettering Foundation. Project Development Facility

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

Riley R.R. and Kraft K., M. (2010) **The Potential for Public-Private Partnerships Philanthropic Leaders Considering Housing as a Platform.** New Jersey: What Works Collaborative.

Roberts, P. (2000) *The evolution, definition and purpose of urban regeneration.* In: P. Roberts and Samuel C, *Summit Consulting Group with Oshani Perera Sustainable Development: Is there a role for public–private partnerships? International institute for sustainable development* Bangkok: sanitation reviews.

Robertson P, J. and Acar M. (1999). *Hopes, Diffused Responsibilities: Accountability in Public-Private Partnerships School of Policy, Planning, and Development University of Southern California Los Angeles,* Presented at the 60th National Conference of the American Society for Public Administration Orlando.

Rondinelli, D., A. (2002) “Public-Private Partnerships,” in Colin Kirkpatrick, Ronald Clarke and Savas, E. S. 2000. **Privatization and Public-Private Partnerships,** New York: Chatham House Publishers.

Stake, R. (1995) **The art of case research,** Sage Publications: Thousand Oaks.

The Canadian Council for Public-Private Partnerships. Retrieved 28 February 2009, from [www.pppcouncil.ca/Transportation Infrastructure](http://www.pppcouncil.ca/Transportation%20Infrastructure) Blacksburg, Virginia.

United Nations Economic Commission for Europe. (2008) **Guide book on Promoting Good Governance in Public-Private Partnerships.** New York and Geneva: United Nations.

United Nations. (2009) *Economic and Social Commission for Asia and the Pacific* (UNESCAP). <http://www.unescap.org>.

Verwigen, J. (1999) “*The Creative City’s New Field Condition. Can Urban Innovation and Creativity Overcome Bureaucracy and Technocracy?* in J. Verwinjen and P. Lehtovuori, (eds) *Creative Cities. Cultural Industries – Urban Development and the Information Society,* UIAH Publications, Helsinki.

Walsham, G. (1995) ‘*Interpretive case studies in IS research: nature and method,* *European Journal of Information Systems,* vol. 4, no. 1, pp. 74-81.

Weihe, G. (2008) Public-private partnerships and public-private value trade-offs. *Public Money and Management,* 28(3), 153–158.

Wellington, J. and Szczerbinski, M.C. (2007) **Research Methods for the Social Sciences: Guide for the perplexed.** London: Bloomburrry Academic.

WHO. 1998. *Health Insurance Schemes for People outside Formal Sector Employment* (ARA Paper number 16). Geneva, WHO, Division of Analysis, Research and Assessment.

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

Wojewnik-Filipkowska, A. (2012). *Public private cooperation in sustainable city development - the case study of public-private partnership in railway station area regeneration project*. Italy: City Development and Planning.

Zimbabwe National Chamber of Commerce. (2009) **The feasibility of Public Private sector Partnership Towards Infrastructure Development in Zimbabwe.** Harare: Zimbabwe National Chamber of Commerce

APPENDICES

Appendix 1: Confirmation Letter

7 April 2015

To Whom It May Concern

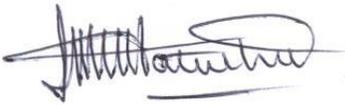
Dear Sir/Madam

REF: MATURURE KAREN (R115255C)

This is to confirm that Karen is reading for an Honors degree in Development Studies (DSH) at the Midlands State University. The student is carrying out a research in partial fulfillment of the said degree program. The title of the study is, '*Public Private Partnership (PPP) for sustainable Cities: the case of Harare City.*' Kindly allow the student to collect data for the study.

The student is familiar with research ethics. For further information about the student and/ or any of our degree programmes, feel free to contact the undersigned.

Yours faithfully

A handwritten signature in blue ink, appearing to read 'Jephias Matunhu', with a stylized flourish at the end.

Jephias Matunhu (PhD)
matunhuj@msu.ac.zw
0733809555

Appendix 2: Interview Guide for Organization Members

Introduction: Presenting the purpose of the interview and major objectives of the research project

A. Background information:

1. Demographic Data

1.1 Sex (a) Male (b) Female

1.2 Age

25-34 35-44 45-54 Over 55

2 Professional background

1. Date:
2. Person interviewed:
3. Department, Position and Role:

Defining PPP

1. In your understanding what is a PPP?

Conditions necessary for effective PPP

2. In your own opinion what are the 3 most important conditions necessary for effective PPPs?

3. Role of PPP

- 1 In your opinion is PPP vital in achieving Sustainable urban development? (Probe for reason for the answer)
- 2 Do you feel that the PPP model is appropriate for urban regeneration?
- 3 (Probe for reason for the answer)
- 4 Do you feel the projects executed under PPP are less successful if executed under traditional methods? (Probe for reason for the answer)

4. Evaluating PPP

Name one particular project in which you partnered with City council that you feel had the greatest contribution to urban regeneration

- 1In your own opinion, what were the 3 major strengths of this project?
- 2In your own opinion, what were the 3 major weaknesses of this project?

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

3 Based on your experience with the partnership, what would you do differently next time?

8. The challenges to the establishment of effective PPPs?

1 In your opinion, what were the main constraints that hindered the achievement of results?

2 What do you feel is needed to effectively address these?

9. Lessons learnt and the potential of PPPs

1 What do you feel you have learned from the experience?

2 What three key improvements do you feel need to be made in Zimbabwe to improve the execution of PPPs?

Comments and Suggestions: Ask if there are other comments that the respondent wishes to make?

Thank the respondent for their time.

Appendix 3: Interview Guide for Council Members

Introduction: Presenting the purpose of the interview and major objectives of the research project.

1. Demographic Data

1.1 Sex (a) Male (b) Female

1.2 Age

25-34 35-44 45-54 Over 55

2. Professional background

1 Date:

2 Person interviewed:

3 Department, Position and Role:

3. Defining PPP

1. In your understanding what is a PPP?

Conditions necessary for effective PPP

2. In your opinion what are the 3 most important conditions necessary for effective PPPs?

4. Role of PPP

1 In your opinion is PPP vital in achieving Sustainable urban development? (Probe for reason for the answer)

3 Do you feel that the PPP model is appropriate for urban regeneration? (Probe for reason for the answer)

4 Do you feel the projects you executed under PPP would have been less successful if you had executed them alone? (Probe for reason for the answer)

6 In your own opinion, what have been the three major strengths of PPP projects?

5. The challenges to the establishment of effective PPPs

1. In your opinion, what are the three main challenges to effective PPP?

2. Have you faced any of these challenges working with the private sector?

3. How have you addressed these challenges?

6. Solutions and Lessons learnt

- 1 What do you think is needed to effectively address the challenges associated with partnership?
- 2 What three key improvements do you feel are needed to improve the execution of PPPs?
- 3 Based on your experience with the partnership, what would you do differently in future partnerships?

Comments and Suggestions: Ask if there are other comments that the respondent wishes to make?

Thank the respondent for their time.

Appendix 4: Urban Regeneration: Interview Guide for Experts in Urban Renewal PPPs

Introduction: Presenting the purpose of the interview and major objectives of the research project.

1. Demographic Data

1.1 Sex (a) Male (b) Female

1.2 Age

25-34 35-44 45-54 Over 55

2. Professional background

1. Date:
2. Person interviewed:
3. Department, Position and Role:

3. Defining PPP

1. In your understanding what is a PPP?

4. Conditions necessary for effective PPP

1 In your opinion what are the 3 most important conditions necessary for effective PPPs?

5. Role of PPP

- 1 In your opinion is PPP vital in achieving Sustainable urban development? (Probe for reason for the answer)
- 2 Do you feel that the PPP model is appropriate for urban regeneration?
3. (Probe for reason for the answer)
- 4 Do you feel the projects executed under PPP are less successful if executed under traditional methods? (Probe for reason for the answer)
5. In your own opinion, what have been the three major strengths of PPP projects?

6. The challenges to the establishment of effective PPPs

1 In your opinion, what are the three main challenges to effective PPP?

7. Solutions and Lessons learnt

1 What do you feel is needed to effectively address the challenges associated with partnership?

Public – Private Partnership for Sustainable Cities: The Case of Harare City.

2 What three key improvements do you feel are needed to improve the execution of PPPs?

3 Based on your experience with the partnership, what would you do differently in future partnerships?

Comments and Suggestions: Ask if there are other comments that the respondent wishes to make?

Thank the respondent for their time.