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Faculty of Arts Department of Development Studies

DISSERTATION TOPIC

AN EVALUATION OF THE ROLE OF PUBLIC-PRIVATE PARTNERSHIPS (PPPS) IN
LIVELIHOODS PROVISION. AN IMPACT ASSESSMENT OF THE REHABILITATION
OF PLUMTREE-MUTARE ROAD ON THE PEOPLE OF GWERU URBAN

Submitted

By

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Submitted in partial fulfillment of the requirements of the Bachelor of Arts Honors Degree in
Development Studies



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Title of Dissertation

An evaluation of the role of Public-Private Partnerships (PPPs) in livelihoods provision. An impact assessment of the rehabilitation of Plumtree-Mutare road on the people of Gweru Urban

Degree Program

Bachelor of Arts (Development Studies Honors Degree)

Year of award

2014

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APPROVAL FORM

This serves to confirm that the undersigned researcher has read and commend to the Midlands State University for acceptance of the dissertation topic entitled; An evaluation of the role of Public-Private Partnerships (PPPs) in livelihoods provision. An impact assessment of the rehabilitation of Plumtree-Mutare road on the people of Gweru Urban. This dissertation is submitted by R113033P in partial fulfillment for the requirements of the Bachelor of Arts (Honors Degree) Development Studies.

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ACKNOWLEDGEMENTS

This study could have remained a pipe dream without the support of my dear family members and friends. I am very thankful to Midlands State University and Group 5 Gweru Head who have accorded me with an opportunity to carry out this study. Notable gratitude is expressed to my supervisor and mentor Dr. Irene Mudeka, whose unwavering patience, guidance and experience are some of the contributing factors to the production of this paper.

Abstract

The study's aim was to understand the role of Public-Private Partnerships (PPPs) in livelihoods provision. The Plumtree-Mutare road rehabilitation was done under the PPP framework. It was necessary to study the impacts in Gweru because some of the national benefits are overstated, elitist, and remote which the poor cannot easily feel. PPPs were chosen as government had no funds thus it formed Infra-link, a joint venture with Group 5 International financed by a USD \$206 million dollar loan from the Development Bank of Southern Africa. The objectives of the study were; establishing operating methods of the company and benefits of the road rehabilitation. The second was to understand challenges limitations faced by Group 5 and the people. Thirdly, it aimed to show the coping mechanisms adopted after Group 5 downsized.

Qualitative research was used to explore the sustainability of the program through many dimensions to get conclusive results on the effectiveness of PPPs. Nationally 2 000 jobs were created while in Gweru a peak of 150 local jobs were availed, currently there are 90 workers and 33 are women. The national challenges include lack of consultancy, participation, transparency, ;arbitrary policy and statutory instruments changing by the government and Group 5.

Coping mechanisms for challenges faced by Group 5, included retrenchments which affected 400 people in the country and over 40 people in Gweru. Many workers sought alternative employment or joined the informal sector. Vendors who were affected by the roads finishing simply returned to their old places or moved to more emerging profitable markets.

As for recommendations, recommendations were put forward for government to be more transparent to attract more investors. The study recommended that government must protect workers from unplanned dismissals even when government is a shareholder.

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INTRODUCTION

Introduction to the Study

The economic and political crisis in Zimbabwe has affected investments in public infrastructure. Funding on energy, hospitals and transport networks has been minimal because government has no finance. Lack of infrastructure development influences negatively on livelihoods creation both directly and indirectly, as most economic activities need infrastructure. Huge investments in infrastructure create employment and increases capacity utilization of industries that provide related construction materials. Investments and development aid cannot effectively reach areas without infrastructure especially roads. The Zimbabwean government in efforts to facilitate creation of infrastructure has entered in to a number of Public Private Sector Partnerships (PPPs) with both foreign and domestic companies since the early 1990s.

Neglect of roads in Zimbabwe means that they are not at par with their neighbours' roads. With this in mind the Government of Zimbabwe in 2012 entered into a joint venture with a company called Group Five International to rehabilitate the following roads Plumtree-Bulawayo, Bulawayo-Harare and Harare-Mutare roads. Government through Zimbabwe National Roads Administration (ZINARA) holds 70% and Group Five the 30% in a special purpose company called Infra-link that will administrate the project. This PPP came into being with a \$206 million loan from Development Bank of Southern Africa.

Background to the Study

A PPP is a contract between a public entity (government or municipality) and a private entity in which a private entity provides public services while assuming risks of carrying out these projects. Public Private Sector Partnerships can be traced to the 1980s when Western nations were in high levels of public debt, governments encouraged private companies to join government in investing in public infrastructure. Special Purpose Vehicles (SPVs) formed source the capital thus absolving government from liabilities. The S.P.V retrieves the cost of from users of the service only not every taxpayer.

Public works have been a form of employment creation and a pillar of economic growth since the days of the Roman Empire. Livelihoods are created directly or indirectly if there is heavy construction activities. For example, Angola is using its oil revenue to build public facilities that have been damaged during its civil war, the country has effectively diversified from oil as more investments come into public works. Works such as roads and make undeveloped rural areas accessible thus allowing development.

In Zimbabwe PPPs were necessitated by the fact that the current infrastructure can no longer provide the economic and social services that it used to provide in the 1980s. PPP's in Zimbabwe began in 1998 to help in providing public services and infrastructure. This was after the Economic Structural Adjustment Program (ESAP) had affected the earlier Public Service Investment Fund. Unfortunately, the launch coincided with the economic and political crisis making investors shun Zimbabwe. In the year 2010, the Government launched a national Public Private Partnership (PPP) legal framework to attract investors into infrastructural projects (Newsday 4-08-2010). It is through this policy that infrastructural projects such the Chisumbanje Ethanol Plant and the Infra-link road rehabilitation projects have emerged.

Origins of the Infra-link

Zimbabwe as an interconnecting country in Southern Africa needs to have reliable roads. Hence the Southern Africa Development Community approached the Government of Zimbabwe under the SADC Shared Infrastructure Program to urgently rehabilitate its interconnecting roads. With countries such as Zambia and Mozambique rehabilitating their roads it was only Zimbabwe that was found wanting. Hence the Zimbabwe National Roads Authority (Zinara) carried out feasibility studies on how much money would be needed to refurbish the roads and which best methods can facilitate the road rehabilitation

This led to Government to approach the Development Bank of Southern Africa to seek a \$206 million loan for facilitation of the rehabilitation of the following three artery highways; Plumtree-Bulawayo, Bulawayo-Harare and Harare-Mutare. All these roads provide the link to two border posts which are Plumtree and Forbes in Mutare. The highway's rehabilitation was also muted because of the fact that South African ports are now more costly than the ports in

Mozambique hence the reason why some SADC countries such as Botswana were in support of the rehabilitation of the roads as it would significantly boost trade in the region.

Delimited Area of Study; Gweru Urban Constituency

Gweru is the capital of the Midlands Province in Zimbabwe; it can easily be connected with most major towns and cities. Distances from Gweru to major cities are 275 km to Harare, 164 km to Bulawayo, 183 km to Masvingo, and 471 km to Beitbridge. It was a justifiable case study because the impacts of the Infra-link project were bound to be felt more at a central place. The constituency of study was Gweru Urban, which has Dabuka Railway Siding (partly rural), City Centre and southern suburbs. This constituency is near Bulawayo road thus perfect to be the object of the study. The population is 48 959. Males are 23 703 (48.5%) and 25 256 are females (Parliament of Zimbabwe Constituency profile 2011).

Gweru used to be a mining and industrial hub with companies such as Bata, Zimbabwe Alloys and Anchor Yeast. The companies scaling down or closure has seen an increase in unemployment thus the entry of the Infra-link project may have livelihoods relief for the people of Gweru this therefore justified the use Gweru as an area of study. The state of infrastructure is appalling as The Parliament of Zimbabwe Constituency profile (2011); notes that most of the infrastructure, such as buildings in the residential areas are very old and need face lifts. Hence, the road rehabilitation could be a genesis to greater infrastructure growth in Gweru.

The study was confined to Gweru City and its peri-urban communities along Bulawayo-Harare road. The large area of study has been necessitated by the fact that the impact of the Plumtree-Mutare highway rehabilitation transcend and transform into different shape when in a different area thus the need to factor both the rural and urban setup. Hence the study has come up with a diversity of findings that are relevant to both setups.

Statement of the Problem

Public Private Partnerships are an alternative to insufficient government spending on infrastructure as they implement projects faster and can access finance easier than government. They also provide state of the art services and infrastructure, which many governments are not able to provide. The Infra-link project has created more than 2,000 jobs in Zimbabwe and many more through subcontracts. The project has also increased revenue through the erection of more than eight top of the art toll plazas. All these are national benefits hence it is imperative to study how the Infra-link PPP has helped ordinary people in Gweru. History has shown that some projects maybe beneficial at a national level while at a community level are hazardous to people on the ground hence the need to study the impacts of the Infra-link at a community level. It is imperative for community benefits to be documented so as to clearly understand the relevance of Public Private Partnerships in economic growth and grassroots livelihoods.

Research Objectives

The research aimed to establish;

- How the Infra-link operates and its benefits to the people and economy of Gweru.
- Challenges and limitations faced by the Infra-link Company, workers and people of Gweru.
- The phase out strategy of Group 5 and the coping mechanisms adopted by affected workers and people after Infra-link downsized.
- Recommendations for policy makers, people and private companies when adopting Public Private Partnerships

Research question

An evaluation of the role of Public-Private Partnerships (PPPs) in livelihoods provision. An impact assessment of the rehabilitation of Plumtree-Mutare road on the people of Gweru Urban

The Research Sub-questions:

- What factors explain the beginning and benefits of the Infra-link to the community?
- What challenges or effects are visible in the implementation of the Infra-link PPP?
- What are the coping mechanisms adopted by the company and community on these challenges?
- Which recommendations can be given to address the issues arising from PPPs in community development?

Theoretical Framework

Neo Classical Theory of Development

The neo classical theory of development or neoliberalism theory has roots in the classical economics of the 18th and 19th centuries. Neo classical theorists borrow heavily from Adam Smith and David Ricardo views for a free market economy that has less government intervention in the economy. The neoclassical theory subscribes to Adam Smith's theory that free trade always ends up benefiting everyone. Hence, it through this fair trade that makes governments allow private companies to partake in traditional government roles, thus the advent of Public Private Partnerships.

Contemporary evidence of Public Private Partnerships being a brainchild of the neoclassical theory can be derived towards the end of the 1970s. This is when the governments of Margret Thatcher and Ronald Reagan in the UK and USA simultaneously transferred heavy public spending on infrastructure to private companies. This governments are said to have ushered a neo classical era in economic era after post world war 2 recovery. One may notice that neo classical development ideas are the driving forces behind the PPP in study as Zimbabwe has surrendered its primary role of road maintenance to a private entity.

Neo classical tenets such as Structural Adjustment Programs (SAPS) help explain reasons for Zimbabwe adapting PPPs as a strategy for infrastructural development. Hence aspects of SAPs

such as fiscal austerity, privatization, trade liberalization and deregulation led to the abandonment of the Public Sector Investment Fund as it was not prescribed by the IMF. Hence, this explains the road network's neglect.

The aspects of privatization and trade liberalization may also help in explaining the environment in 2012 (during the GNU) which allowed Group 5 to partner government in the rehabilitation of the roads. The GNU was neo liberal in approach hence why it drafted so many PPPs in its era. The company operating the refurbished roads is in principle a private company hence the neoclassical development theory may help in explaining the impacts of private investment in infrastructure on livelihoods.

Deregulation as an aspect of the neoclassical theory has its impacts livelihoods. The government has deregulated the collection of revenue from toll gates from ZIMRA a tax collection body to Infra-link a joint venture, hence the study will find out if the impacts will help or limit the government's ability to adequately improve people's livelihoods. According to the ZNCC (2012), the inclusive government did not have a stranglehold on the economy hence it allowed reform. Hence, a lot of deregulation occurred during the time of the inclusive government. The study will analyze the methods of income distribution in relation to road disbursements by Zinara.

Neoclassical economics also influence the funding of PPPs. The nature of funding infrastructure programs has changed as multilateral institutions now favour to fund NGOs and corporations, which are more accountable and efficient than governments who misuse funds and are corrupt. Hence, this may explain why the Development Bank of Southern Africa insisted on a joint venture between the Zimbabwean Government and Group Five International as the track record of Zimbabwe's loan default and misappropriation of funds was clear. Hence the neoclassical development thought may effectively help in understanding the nature and impacts of the study.

The neo classical thought also recommends that governments' must create necessary legal frameworks that promote development in a way that does not cause discomfort to businesses and the taxpayer. The Public Private Partnerships need specific PPP legal frameworks and institutional support structures that facilitate streamlining when there is deliverance of complex projects (Hammerschmid and Ysa, 2010). The government in Zimbabwe has issued statutory

instruments and declarations to support the Plumtree to Mutare highway project. According to Atkinson and Audretsch (2008), Conservative neo-classicalists (often-called supply-siders) advocate spurring capital formation in the private sector by cutting taxes on income and wealth.

Hence, through this one can understand the designing of PPPs in ways that help the company more. Notable is the granting of the project a 'National Project' status by President Mugabe in 2012. Hence, this conforms to the dictates of neoclassic theories as the National Project status gives tax rebates and duty exemptions to machinery and raw materials used in the project.

The neoclassical thought through its proponents such as the World Trade Organization (WTO) and IMF encourage globalization, which removes trade barriers. Globalization may affect livelihoods through technological transfers. According to Atkinson and Audretsch (2008), "Neo classical economics is based on that, the central goal of economic policy should be to spur higher productivity and greater innovation." The toll road is to be a state of the art road hence a lot of equipment may remain in Zimbabwe to be used in poorly serviced roads. Hence the neoclassical 'trickle down' effect may improve livelihoods in marginalized rural areas through employment creation, better roads for visibility at hospitals and schools. Hence, this indirect impact can increase donor and corporate participation in areas that were previously unreachable.

The User Pays Principle as a neoclassical concept is very apparent in PPPs, as infrastructure projects do not wholly use taxpayers' money. This is because financing will be retrieved from end users of a service only. Hence, some who do not have cars, may not be directly affected by the cost of the toll road's refurbishment. Livelihoods may improve in two ways, that is; a better road that may ferry development to them and avoidance of taxes that are often misused by governments.

The theory is a capitalist theory the same way Public Private Partnerships are hence a lot of savings will be done by Group 5 and Infra-link hence affecting salaries and working conditions of the workers. The notation of saving as way of capital accumulation is one of Adam Smith's favourite discourse. It is very important to note that through his notations of savings companies often lay people off so as to remain profitable hence this was seen when Group five was having funding problems it just shed some of jobs to remain in liquidity. Public Private Partnership's

projects are unlike government projects that maintain labour as they shed labour if earnings are in threat.

Through neoclassical economics another effect of PPPs on livelihoods is found on the on the fact that PPPs are temporary and needed when there is money to be made. Like all capitalist oriented theories, PPPs are more concerned with investment and divesture. For instance when the road is finally finished there will be no paradigm shift of focus in other infrastructural areas lacking, such as housing, water reticulation and energy provision. This because PPPs are structured to be specific in an area that may not be not be necessary to the generality of the population.

For example the road was needed in Zimbabwe but it was not the most important infrastructure needed. Hence livelihoods created through road construction are temporary and not sustainable rather than investments in energy and water harvesting. This might be due to the fact that PPPs like all neoclassical approaches lacks active participation of the generality of the people and is mainly imposed and top-down strategy.

Literature Review

The study reviewed literature from scholars who did put forward current conceptualization of Public Private Partnerships including definition and types of PPPs. This literature review is linked with the research objectives so as to include substantive findings.

Definitions of Public Private Partnerships (PPPs)

Definitions of Public Private Partnership (PPP) are broad and it is difficult to have a universally recognised definition. According <https://wbi.worldbank.org> , there is no single definition of PPP; it covers a plural of economic activities which have been allocated to the private sector for investment. Its scope is from managerial contracts with no duties to invest to concession contracts which have significant obligations to invest with also operational and managerial obligations.

Types of Public Private Partnerships

The PPP Centre in the Philippines (2012) mentions these PPPs “Build-Transfer-and-Operate (BTO), Develop-Operate-and-Transfer (DOT), Rehabilitate-Operate and- Transfer (ROT), Build-Operate-and-Transfer (BOT), Build-and-Transfer (BT), Build-Own-and-Operate Transfer, (BOOT) and Build-Lease-and-Transfer (BLT). However for the purposes of this study only Build Operate and Transfer and Build Own Operate Transfer are going to be defined as they are appropriate to the study.

Build-Operate-Transfer (BOT)

A Build-Operate-Transfer (BOT) project is mostly used in initiating a fraction rather than the whole public works system. A contractor is the one that begins construction of the infrastructure although refurbishments may occur. Revenues are obtained from fees charged to the public utility or government rather than tariffs charged to consumers (<http://ppp.worldbank.org>). Most projects are usually called concessions. <http://www.wisegeek.com> defines it as partly referring to a type of negotiated contract which gives a company the right to do business, with some specific requirements.” The Plumtree to Mutare road would meet certain criteria of a BOT as it is a concession in that government availed land and rights for Group 5 to construct the road and toll plazas and retain 30% of the revenue through the S.P.V (Infra-link). However the government is not directly charged by Group Five or Infra-link but the consumers are pay the services hence the project is not out rightly a BOT.

Build-Own-Operate-Transfer (BOOT)

The difference between BOOT and BOT is that in BOOT the owner is the private company and it sorely owns the facility. Gatti, S (2007, 414) defines BOOT as a, “Project finance technique by which a joint venture or private company is granted a concession to build and operate an infrastructure. When the concession expires, it can be extended, or the works can be definitively transferred to the concession holder (Public). Although there is an element of BOT, BOOT aptly describes the type of PPP occurring on the Plumtree-Mutare highway as the SPV has full ownership which revert back to government

Public Private Partnerships Operations and Benefits

Public Private Partnership (PPP) is now a leading factor in the discourse for development. The World Bank (1999) notes that PPPs boost development through uniting different sectors which therefore makes programs and policies more efficient. Agree (2002, 68), argues that PPPs become more important in the development discourse because they cut time in implementing projects and programs.

In studies of different PPPs in Asia, the Asian Development Bank Institution (2000, 42), defined PPPs as co-joined activities between mutual sectors based on a dually recognized weaknesses and strengths all heading in the direction of finding common objectives. This definition implies that Public Private Partnerships are implemented on objectives and aims agreed to by the prospective partners. The World Bank's (1999, p.4) definition is similar to ADBI's definition as it conceptualizes PPPs as combined enterprises between private entities with the public sectors in which each of the partners provides a certain resource peculiar to it. These resources are technology, land, funds, labour and intangibles, like political goodwill and information.

PPPs in Zimbabwe

Zimbabwe has carried out many PPPs in many sectors of the economy. According to the ZNCC (2012) the most notable are the New Limpopo Bridge, The Bulawayo Beitbridge Railway and the Newlands development project. The study will only review the Newlands Development Project.

The Newlands Development Project

The Newlands by-pass, was designed to go around Newlands Shopping Centre through a four lane road and rejoin the original road after the Shopping Centre .(<http://www.afdb.org/>). The road was constructed through a joint venture between Lewisham Investment and the City of Harare. The City Council provided land whilst Lewisham funded Newlands Shopping Centre's upgrades through construction. The project started in December 2006 after being mooted in 1996 and it was completed in November 2007

How the Newlands Bypass may help in the study

It showed that P-P-Ps is capable of delivering infrastructure in tough conditions if there is political will by government. Hence the study may assess if the Plumtree to Mutare highway rehabilitation may be affected by government policy shifts. The delay in implementing the project shows the inefficiencies of government bureaucracy. Hence this can also explain delays in the Plumtree-Mutare highway were Zinara and government were slow to service the debt with the Development Bank of Southern Africa.

Drawing Comparisons from Mozambique and South Africa's N4 Highway.

The N4 toll road is part of the Maputo Development Corridor (MDC) bilateral project between South Africa and Mozambique, established in the 1880s. Its aim is building an encouraging environment for investors and lures the private capital to upgrade the infrastructure, employment creation and boosting trade (<http://www.transport.gov.za>). Hence, this study will explore the Zimbabwean political environment and its ability to maintain projects like these viable.

Mozambique had been crippled by a civil war since the early 1980s hence a continuous wartime economy could not sustain the infrastructure. R. Fischer and V. Nhabinde (2012), portray pictures of Mozambique roads damaged by landmines and heavy artillery fire. Just like Zimbabwe whose economic and political crisis led to neglect of roads. Mozambique scared away investors through fast-tracked just as Zimbabwe did with the Fast Track Land Reform and the Indigenization policy. Hence key players in mobilizing funds for infrastructure development were lost in both countries.

Trans African Concessions (TRAC) was given \$660 million dollar, 30 year concession in 1997. TRAC manages 630km with only about 50km of the toll road in Mozambique. South Africa and Mozambique governments share and guarantee the debt of TRAC and both have equity in the consortium. The South African National Roads Agency (SANRAL) and the Mozambique Roads Agency (ANE) represent their governments. The setup in Infra-link is similar in which the road agency in Zimbabwe (ZINARA) represents its government in the SPV with Group 5.

Success Stories

The road has increased traffic flow to Maputo from South Africa, as the nearest port from Gauteng is Durban, which is further. Hence, livelihoods along the stretch of the road have improved in Mozambique as foreign direct investment is encouraged by supporting infrastructure. Since only 50 kilometres out of 500 kilometres is in Mozambique, it means that South African motorists are subsidizing Mozambicans. According to the UNDP, Special Unit for South to South Cooperation (2013), “5,677 jobs were created during the initial phase while in total, 13,000 temporary and permanent jobs have been created, facilitating the development of communities along the route. The concessionaire currently employs 400 full-time staff and maintains subcontracts with over 60 small subcontractors. Hence, one can see the magnitude of livelihoods that the program has helped. Although the joint venture in Zimbabwe is small, one can say that its impact may be proportional to the N4 toll road PPP.

TRAC also introduced livelihoods support structures to some people earning their living along the highway. According to the UNDP, Special Unit for South to South Cooperation (2013), “Road-side vendors posed a smaller challenge for the concessionaire as their activity was not only illegal, but a safety hazard as such activities were unlicensed and had no vending stalls. The local women felt that this. In a compromise, the concessionaire agreed to pave slip-off areas along the N4 where the women could sell their products. In Zimbabwe Group Five alluded that it was going to help livelihoods along the road with unspecified interventions.

Challenges faced on the N4

The toll gates in Mozambique during their inception were a foreign conception hence. According to R. Fischer V. Nhabinde (2012), Mozambicans were sceptical of government’s intentions as they thought it was ill-fated just like its push towards socialism. Hence, tollgates and any innovations were treated with hostilities just like Zimbabweans that have faced a decade long recession on top of livelihoods challenges who see the PPP as another burden.

Some of the challenges seen in the N4 such as apathy and lack of public acceptance are being seen in Zimbabwe as the people of Zimbabwe are questioning the arbitrary increase in toll fees and accountability. TRAC responded to such outcries by reducing the toll fees and ironically Zimbabwe is increasing the fees and also the toll gates hence this might have an effect on prices of final goods

Livelihoods

Popular definitions of livelihoods are “Making a living”, “supporting a family”, or “my job”. These definitions are true however Chambers & Conway, (1991), conceptualize a livelihood as containing the abilities, assets and socio-economic activities needed to sustain a life. A sustainable livelihood occurs when it manages with and recuperates from stressful and shocking events and maintains its abilities and assets immediately, while not depleting the natural resource base.

According to UNDP and IRP (2008), the DFID designed the Sustainable Livelihoods Framework, which may be used as an analysis tool in understanding how one can cope up with livelihoods changes. The framework measures sustainable livelihoods with these four variables.

1. The Assets that People Draw Upon

The framework is interested in particular assets that people use in life such as food granaries, savings and the ability to work. Hence particular attention will be given to the ability of people to be able to provide food solely from the salary from Group Five or they fill in the funding gaps

2. The Strategies Developed to Make a Living

Strategies which the population adopts to make a living are a key element in understanding if livelihoods workers and vendors are making at the rehabilitation sites is sustainable. Hence vendors will be analyzed using this approach as vendors quickly adopt when faced with crises or if an economic activity avails itself.

3. The Context within which a Livelihood is developed

The political situation in Zimbabwe and the current environment can have impacts on the road’s rehabilitation. If any slight economic improvement occurs the company might expand or if the politics or economy crumbles then the workers will be jobless.

4. Factors that make a Livelihood more or less vulnerable to shocks and stresses

In the study delayed disbursements of funds has made the company lay off workers hence job security is not guaranteed leading to the livelihoods not to be sustainable and those factors that

make a livelihood more or less vulnerable to shocks and stresses. A sudden closure would cause livelihood shocks thus undermine sustainability of the project.

Research Methodology

Research Design

Aaker et al (2002:110) notes this as the core plan which guides the methods and procedures for data collection and analysis. One must note that this is the fixed structure which is central to the success of the research

Research design to be used

Qualitative Research

The research design is mainly qualitative as researches on the PPPs' impacts on livelihoods entail data collection, observing, analysis, and interpretation. The positive or negative impacts of the road rehabilitation and its future implications maybe too deep to merely on quantitative research. Quantitative research is about enumeration and records which are important to the study but they cannot form the base because there was need to study the characteristics, symbols, and explanations of phenomena to be encountered within the research. The impacts on livelihoods of the Plumtree to Mutare road rehabilitation differs on a case by case basis hence there was need to approach the study on a pluralist basis.

The study is subjective; hence qualitative research uses many methods and in-depth interviews. Exploration was needed in areas such distribution of toll revenue and livelihoods after the road is finished as many will be out of work. Hence a qualitative design clearly studied the coping mechanisms of people working on the road and how the exit strategy of Group Five International (main contractor) will not have adverse effects on livelihoods. Quantitative seeks explanations while qualitative seeks to explore the explanations hence it will present multiple realities that are broad and flexible rather than a narrow single reality from quantitative.

Research Population

Population is defined by Cooper and Schindler (2003), as a cluster of elements which the researcher aims to study. The research population in this study are residents of Gweru City and its peri urban areas along the rehabilitated road. Particular attention is paid to motorists,

commuters, vendors. The regional Heads of Zinara and Group Five and workers will be vital in understanding the impacts on livelihoods.

The workers of Group 5 that were currently in Gweru at the time of study were 90 which were complemented by other batches of outside if there was any need. Fulltime vendors who maximizing the traffic delays, from Gweru CBD to Shangani were approximately 39. It was difficult to ascertain number of the residents when both rural and urban populations were combined.

Sample design

A sample is a fraction of the combined units in the population. Haralambos et al (1994) notes that good samples contain all the characteristics of the main population. The sample size for this research is 20 % as the workers and vendors along are very many hence the research may become costly and contain lot errors. The research will mainly use no probability sampling. No probability sampling does not use statistics in selecting samples but uses personal inferences and judgments of the researcher.

Purposive sampling

Purposive sampling is done when the researcher uses adept decision over random selection of participants. These participants can answer specific questions that are best known to them. This will be used in only three cases involving Gweru city engineer, heads of region of Zinara and Group Five. Purposive was chosen in this case as other sampling techniques could have chosen anyone who could not have had the requisite knowledge

Convenience sampling

It is also known as opportunity sampling as it involves sampling people nearby. This makes a sample easily accessed. Convenience sampling will be used in this study because the workers, residents and vendors are spatially distributed thus cutting expenses and time. The workers are not of a fixed aboard thus having a fixed sample makes location difficult. Workers are ever busy hence any worker or vendor who is free and accommodative will be interviewed. Motorist and commuters are easily consulted at lay-bys hence no need for a fixed sample.

Although the researcher cannot generalize and prove that the sample is a true reflection of the whole population the researcher will use simple criterion of gender, age, marital status and household status to get a large degree of generalization. The researcher to offset the limitation of convenience on data reliability, another 25 people will be sampled using the same technique.

Table 1; Sample size

Description	Target population	Number of people	Percentage
Management	3	2	66.67%
Vendors	39	8	20.51%
Group 5 workers	90	30	33.33%
Residents	100	10	10%
Drivers	30	3	10%
Commuters	30	3	10%
Retailers	8	4	50%
Total sample population	300	60	20%

Data Collection Methods and Instruments

There are two data collection methods, which are primary and secondary data. Primary data is obtained by the researcher through his own means and capabilities while secondary data is from already done work such as books, journals and company records. The use of both sources is justified as the object of study is very vast hence some other information will need.

Primary Data

Francis (2009), describes primary data as specific and obtained from those who are involved in the phenomena. The researcher is in control and designs the research to his specifications. For example it does not leave out pertinent issues such as the level of salaries, is the money enough and are you able to save. These questions help understand the impacts of a project on livelihoods. It also allows use all research tools such as observing, and hearing unlike in secondary data where the researcher relies on allusions of scholars. Primary data is expensive in that it entails

too much time travelling and asking for appointments. For the researcher to cope up with these constraints he will set up appointments in time.

Secondary Data

According to Saunders, et al (2009), secondary data contains both published works and raw unpublished data from anyone but the researcher. It is a culmination of findings from past researches hence in the study will include employment manifests from Group Five, revenue figures and road rehabilitation funds disbursements from ZINARA. Indicators of improved livelihoods will be obtained from schools fees registers. Secondary data gathering is significant in this study because it is more economic and easy to analyse. They are less ethical considerations in secondary data as all that is needed is academic acknowledgement and permission to access data records.

However secondary data sources are passed on documents which are prone to errors and are not context specific. Some specific variables that ought to be studied might not have been published. For example the impacts of the rehabilitation of the Plumtree-Mutare road have not yet been published hence the researcher

Data gathering tools

Questionnaires

Cannot solely be reliant on secondary data. Secondary data removes the personal attachment that the researcher has when researching. Hence primary data will be used more than secondary data.

The study will make use of structured and self-completed questionnaires. They will be both open ended and close ended questionnaires so as to have deep understanding of the impacts of the road. Advantages of combining the questionnaires are that the when answering closed ended questions the respondent is short and precise while the open ended questions give time to air views and recommendations thus achieving the goals of the research all at once. The combined questionnaires allow greater participation of the respondent and they are time savvy as they extract both quantitative and qualitative information.

Interviews

Interviews are face to face discussions between the researcher and the respondent. In this study they are going to be set aside for three respondents, city engineer, regional heads of Group Five and Zinara. This because the three are the best to answer questions on issues that will arise from the questionnaires. Hence the interview questions may be greatly structured from responses of the questionnaires.

Data Analysis and Presentation

Data analysis and presentation will be done within the chapters as each objective will be analyzed using relative data. Hence data analysis from graphs, tables and pie charts within the chapters will greatly be helpful in appraising the performance of the Plumtree-Mutare highway as a livelihoods provision.

Ethical consideration

Permission to study the rehabilitation of Mutare-Plumtree highway was sought from Group 5. The research will be voluntary, any participant will be notified of the aims, and objectives of the research and withdrawal of consent will be permissible. Personal data will be kept to the privilege of the researcher only. Information to be relayed in the study will bear names only if the participant has approved it.

Summary

This study was born out of the need to investigate the impact of the Plumtree-Mutare highway refurbishment on livelihoods in Gweru. The chapter defined key terms and gave a background on the notion of Public Private Partnerships. Basically the significance of the study lies in the fact that government has failed on its own to provide relevant social services hence the need to study the new phenomena of PPP on social service delivery. The study aims to understand how PPPs can effectively bring development or underdevelopment from a multi sartorial point of view that is from a grassroots point, private sector and government.

Chapter 1 Functions of Infra-link and its benefits to the people and economy of Gweru.

Introduction

This chapter will discuss the functions, operations and delegation of roles within the Infra-link Company. It will also give background of the joint venture and give generalized benefits of the joint venture to the whole country. The chapter will dwell on the benefits accrued by workers and ordinary people from its operations. The chapter in order to clarify livelihoods and the socio-economic benefits obtained from the project, it will categorize the benefits into human capital, physical, financial and social.

The Infra-link Joint

The road was rehabilitated so to provide a good road network for regional trade. The SADC Protocol on Transport, Communication and Meteorology of 1996 mandates SADC nations to harmonize road policies. It is through Joint Venture this protocol that made South Africa and Mozambique rehabilitate the N4 road from Johannesburg to Maputo. However, Zimbabwe was failing to rehabilitate its roads because of the political and economic crises. SADC in 2011 after noticing improvement in the political and economic environment in Zimbabwe had a series of meetings with the government on road renovations so as to support regional trade.

Zimbabwe conceived the idea of using PPPs for refurbishment of roads because of lack of finance. Using South African roads and construction companies as a case study, the Government and Group 5 formed a company called Infra-link in which the Government through Zinara has 70% while Group 5 has 30%. The new company did a due diligence, and feasibility study to assess how much money the rehabilitation would cost so as to access a US\$ 206 million loan from the Development Bank of Southern Africa (DBSA). The South African Government guaranteed the loan through a Bilateral Agreement.

The Infra-link company board has directors from both Group 5 and Zinara and the two companies have separate and complementary roles in the rehabilitation of the road. Zinara is the project manager hence; it is responsible for regulating, financing the road rehabilitation and

collection of revenue from tollgates on the rehabilitated road. Group 5 is the main contractor in the project and supervises all the matters to do with construction and maintenance of the road. It is the one that subcontracts specific projects and pays for all construction related materials after the Development Bank of Southern Africa has disbursed batches of the loan to Zinara.

Benefits Accruing to the Government

Financial Benefits

Zimbabwe as a heavily indebted country needed new access to finance, as its credit worthiness was appalling as it was high on the defaulters list. The government sought to rehabilitate the country's roads but it could not attract funding on its own because of its bad image outside. Thus the formation of Infra-link between Zinara and Group 5 enabled the government to access funding as the Public Private Partnership effectively applied for the loan. This has been the biggest public infrastructural investment in Zimbabwe for the last 15 years as the country was being shunned by Foreign Direct Investments (FDI) and having very large chronic economic problems.

The Zimbabwean government benefited because the government is not directly liable to repay the loan but Infra-link is. Hence the advantage is that a development project is occurring in which the government has a direct stake but does not have liability. This therefore allows government to search other financing options without necessarily being liable to a growing debt. This therefore minimizes the risks faced when implementing development projects. Such risks are diverting money for development projects to loan interests' rates repayment hence areas such as Gweru can have an aggregate increase of social spending from government.

Human Capital Benefits

The national human capital base has been improving because of the Plumtree-Mutare road rehabilitation. The principal role of the Zimbabwean Government to formulate policies that encourage employment creation, but government has been facing challenges in that department. Hence, the employment of more than 2 000 people by Group 5 was clear boost for the government as the project vindicated government. The sophistication of Group 5 machinery also

led to development of the human capital through on the job training. This a benefit because government institutes of higher learning had been training so many students who, unfortunately were not employed because of economic crises that have been haunting the government.

Social Benefits

The government gained an important tool to help it in social service delivery. The road rehabilitation was supposed to be the saw work of government whose core responsibility is to provide support structures for people's socio-economic livelihoods. Hence, this road is important to the government efforts, as it will allow faster transportation, faster mobilization of resources during emergencies or disasters. Hence, it will improve provision of other services.

The road rehabilitation of Plumtree-Mutare widened the road thus reduced the probability of road accidents. For instance one has to factor into account that incidence of huge fatalities along the road have been reduced since the road rehabilitation began. In fact, major black spots in Norton and Chegutu along Bulawayo road have both recorded less fatal accidents. Hence, it shows that the road has significantly removed a percentage of road fatalities and improved human security.

Physical Benefits

The rehabilitated road put in place structures such as tollgates, which create revenue for the government. Hence, these structures can create money for other capital projects such feeder road constructions. The nine toll plazas along the Plumtree-Mutare highway provide most of the funding to the consolidated toll roads fund thus showing how these physical capital objects help in creation of revenue for the state.

Benefits accruing to Gweru

Social

Good transport networks are an enabler of livelihoods for most people as people use them in obtaining their needs and services. A good road network can be having an impact on livelihoods as it can improve the physical and social wellbeing of people. People use roads to carry out

everyday activities that are necessary for their survival. Hence the rehabilitation of the Plumtree-Mutare road can be defined as social capital as it was able to enhance the productivity of the people.

The road has facilitated interconnectivity between cities and towns from Plumtree, Bulawayo, Gweru, Harare and Mutare. The advantages of this are that continued interaction will help social exchange and more importantly, circulation of development discourses and livelihood ideas will increase. By cutting the distance, the road has also effectively cut the barriers that were facing social investments. This is because popular discourses view the area beyond Gweru as neglected economically, politically and socially. Hence, the road will adequately provide Gweru with the central link it requires for it to benefit from national trade and regional trade.

Hence, huge infrastructure projects such as this road can create synergies inside the country, as the distance would have been minimised. Livelihoods can be realised through these synergies such as church conferences, school exchange visits and expos. Gweru city is located in a central position and past events that were non-economical such as the ZANU PF conference of 2013 increased the liquidity and cash flows in Gweru. This conference occurred when the road was under 50% finished hence with the road over 50% finished great benefits await the city and its residents.

Social capital from the project has been realised through increased visibility of the city and its public institutions. This is because after road construction great signposts were erected along the road to inform people of landmarks. Most of the signs were clearly visible and this creates free advertising for schools and clinics along the road. This visibility may have commercial benefits as well as social benefits. The social benefits are that potential donors can easily be attracted as they can easily relate and remember their particular points of interests. It is a point that NGOs and international donors of today are more interested in areas that are traceable for accounting purposes. Hence, through the road and inserted insignia donors might be attracted to help Gweru and its residents.

The visibility attracts commercial interest in that tourist and investors can get a descriptive view of areas of interest such as the Naletale Ruins in Somabhula among others. These areas before road rehabilitation no longer had any signposts on them thus new unfamiliar people would not

notice them. Hence, the road has facilitated opportunities for Gweru. According to the Daily News 12-08-2014, “Zimbabwe Tourism Authority (ZTA) is mooting plans to declare Gweru a tourism development zone, a move inspired by an array of tourism sites in the Midlands city, an official said.” Livelihoods and income may increase as investors and tourist enters the Gweru market.

Human capital

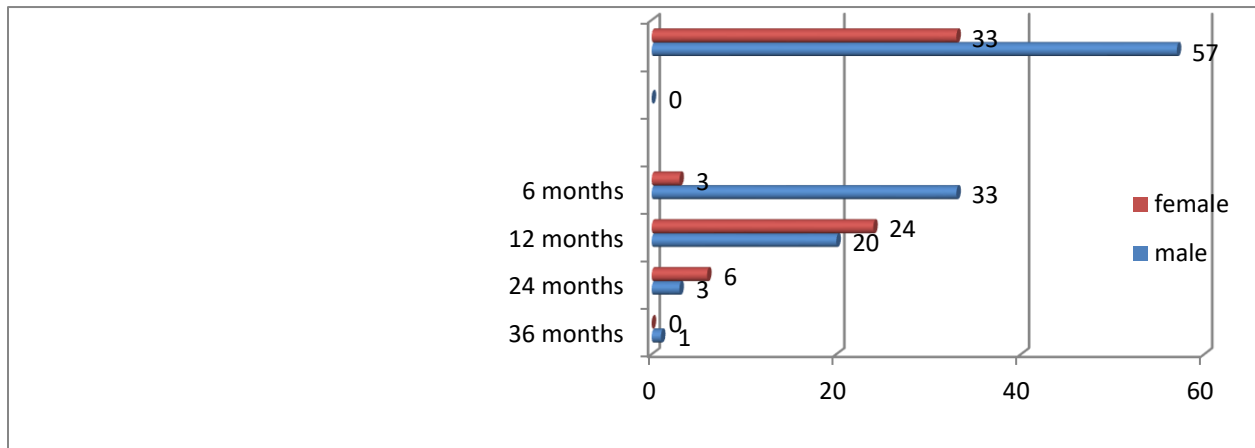
Major road improvements create jobs directly and indirectly. Direct employment occurs when people work on actual construction works. The construction works have all types of employment be it skilled or unskilled. The Infra-link project is very large in its nature and this means it must also have an equally large workforce. Hence, there is high diversification within the workforce. Notable jobs on offer are riggers, for example at the worksites of infra-link, there were, journeymen artisans and casual labour thus showing how many variable jobs a road construction project can have. The livelihood benefits are many, as some of the skilled human capital in Gweru that have been struggling to obtain employment because of company closures have become employed.

Table 1.1 employment by sex

Sex	Number	Percentage
Male	57	63.3%
Female	33	36.7%

The project in Gweru at its peak employed more than 150 people however during the study there were 90 people employed. The reduction might have been caused by the fact that most of the workers were transferred to more busy and demanding areas such as Harare and Mutare who have a significant stretch of dual carriage way which demand more labour.

Fig 1.1 Number of Employees per sector

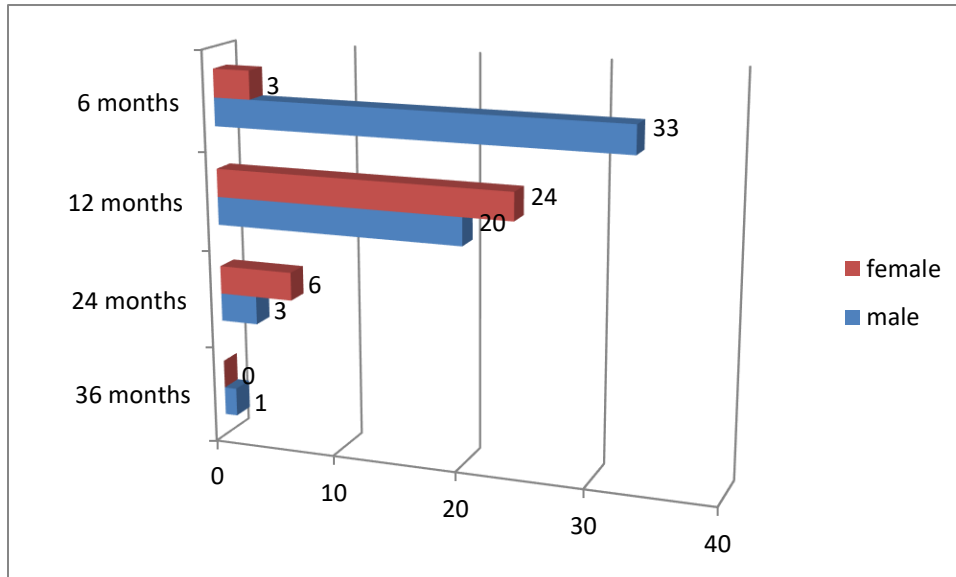


The graph shows that more women were in general work because most lacked the expertise to be artisans and drivers. Hence there were more concentrated in general employment where they were mainly working either as traffic controllers at road detours, security, construction work or office minding at the Gweru office. The heavy mechanisation at the road works allows women to actively partake in direct construction activities.

Men were concentrated in the departments that demanded heavy labour such as general construction activities. Cultural and societal stereotyping limited women's participation in heavy work as it regarded as men's field. Although women were few in the top brass by percentage distribution they did proportionally represent themselves in an equitable manner in specialized jobs like supervising, artisans, drivers and earth moving equipment operation. Women who in these specialized fields made 24.4% of the total compared to men who were 19.3%.

In addition, notable positives of the project are that most of the contracts employment is at least six months. Although for some, it might seem little but under the current circumstances that is better as the workers can at least save some money and cushion themselves from livelihoods shocks in their lives before joining the company. Six months of work under the current economic situation can help a family survive thus it is commendable.

Fig. 1.2 employment contracts



Source; Secondary data Company records

Construction activities as road construction moves on after finishing a certain section hence this explains why there are more people on short-term contracts. In minimising costs, the company employs mostly locals for the duration of the program in that community. This is a very crucial short-term intervention, to a community that is struggling to obtain jobs.

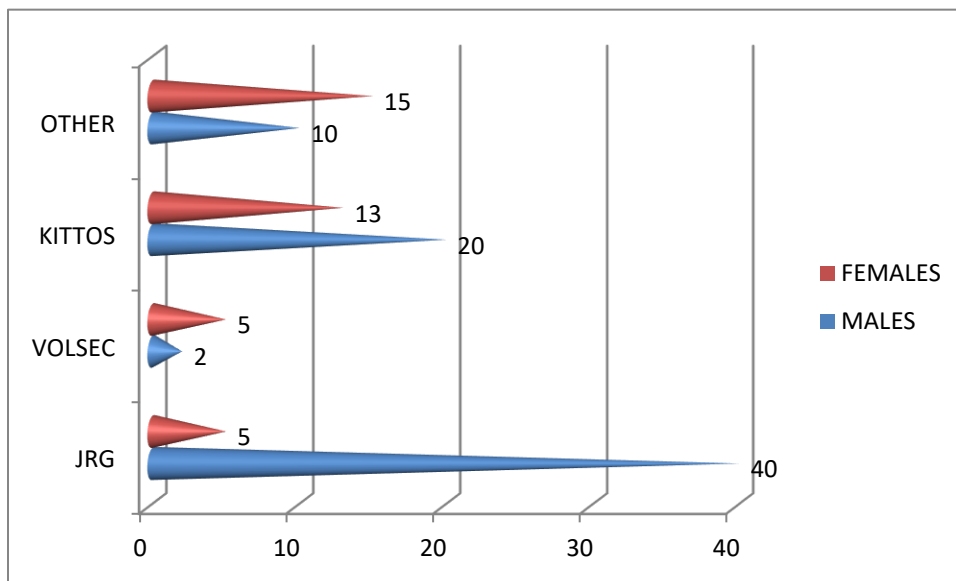
Indirect jobs are created from a variety of sectors such as construction, quarries, hotels and building materials industries. In Gweru the rehabilitation of the Plumtree-Mutare Road created need for gravel earth, it was sourced from Kittos logistics, and this created approximately 10 jobs within that company. Service industries such as lodges obtained brisk business as Group 5 senior employees sought accommodation. Because the project was very large Group 5 outsourced some services such transport for workers and heavy haulage services for material transportation. Some individual transport companies provided buses that were used to ferry people from Gweru CBD to work and then back again thus creating employment once again.

Group 5 and Infra-link did subcontract a number of companies to help it in specific construction works. Construction of toll gate was subcontracted to local Zimbabwean construction players and these effectively absorbed locals in their employment ranks. In Gweru the JRG, contractors' based in Shangani was tasked to build the toll gate between Gweru and Kwekwe has 25 people

working there with 40% being from Gweru hence this has led to more employment for people of the district. As a company near Gweru, it likely to use the revenue it generates on other projects that may also create employment.

Erection of tollgates has led to employment creation for Gweru residents. The tollgates employ at least six people per shift thus with three shifts there are 18 people employed because of the Public private Partnership between Group 5 and the Zimbabwean government. Hence, the project has created employment for most of the disciplines available and their support services, which include security services and Information Technology specialist.

Fig. 1.3 Contracted Companies



The road has also created employment opportunities for vendors. When constructing the road Group 5 closes one lane thus leaving one lane open for traffic. This arrangement stalls up traffic thus creating an opportunity for vendors as motorists and commuters spend an average of 20 minutes at the artificial roadblocks. Hence, some motorist and commuters are bound to buy the goods. The economic prospects of this road have enabled vendors to earn some money through this arrangement.

Table 1.2 vendors operating on the refurbished road between Bata and Shangani

Type of Vending	Number of Vendors
food and consumables	20
fast food outlets	4
Vegetables	15
Total	39

The results have been increased income, which then transcends into food security and savings. Hence, through this scenario many people that have become vendors have had their livelihoods improve from positions of acute poverty. Most of these vendors employed other vendors who had no capital and access to wholesale markets. How it is very important to note that children are selling wares along the road than going to school hence, child labour is occurring along the road as profits have distracted children from schools.

Informal businesses also opened up shops where there was high concentration of workers. These businesses ranged from catering companies and flea markets. The takeaways were having brisk business because so many workers could afford to buy food at lunch. These small businesses earn a good figure as Group 5 offers its workers cash for lunch allowance, which the workers buy food with on lunch. The nature of construction work requires workers eat high concentrate of carbohydrates to allow energy formation. Hence the takeaways that are near enough for their subsistence hence showing how the road rehabilitation improved livelihoods.

Physical Assets

Road networks are very important assets to a country and more importantly to the people who live near those roads. These assets help in the provision of non-monetary essential services such as access to emergency services and transport services that can help in the provision of livelihoods. For example, people who are well off in Gweru access to health for example improves as they always seek better healthcare in Bulawayo or Harare.

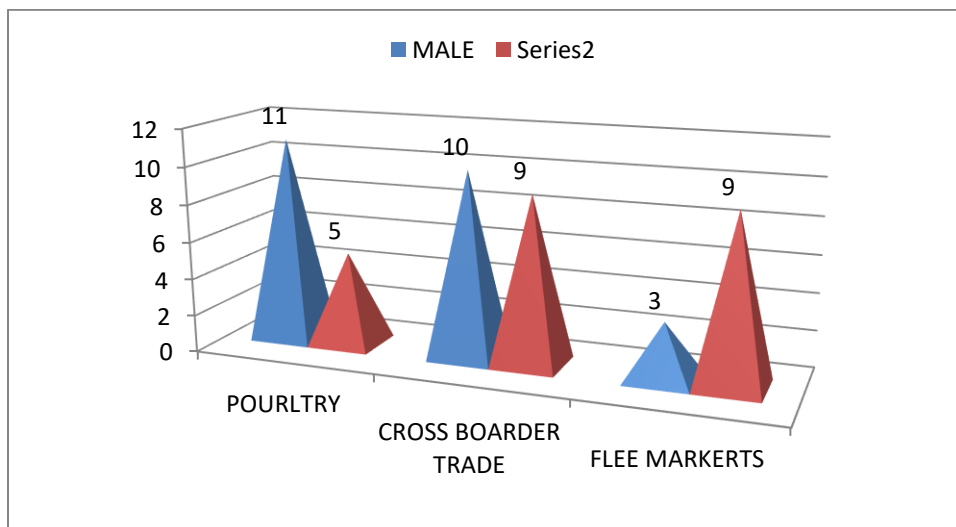
Hence, improved road sources also mean more alternatives in seeking a product or service of choice. This therefore facilitates better service provision by other service providers as people are made to have alternative choices on which resource or service to use. All this is a direct benefit

of an improved road system and the convenience it gives to service providers and the public that seek to acquire that service.

Most companies will actively use this road to maximise production. This road becomes a physical asset to such companies in that it will facilitate more people into the town through increase in cross border transport. Hence, business in Gweru will become increase, as more services and goods would be required. The road is meant to facilitate trade within the region and offer land routes between the Atlantic Ocean (Walvis Bay, Namibia) and the Indian Ocean (Beira, Mozambique). Hence, there is going to be a lot of traffic that may easily transcend to huge spending. Hence, the road may in Gweru create employment as trans-boundary traffic moves along it.

Rehabilitation of the road has led to workers of the company and their senior management invest in fixed assets such as residential stands and cars. The residential stands differ from the position held at the company with management buying in affluent suburbs like Mimosa Park with low grade workers settling for high-density stands. Some have bought cars and some of the cars are doing an economic activity for their owners. Hence, livelihoods these strategies may continue helping this people

Fig 1.4 Assets Acquired by Group 5 Workers



NB the respondents were asked to name at least only one of their most prized assets

Assets are a key factor in identifying livelihoods, as they are an indicator of rising disposable incomes. The assets can also help sustain livelihoods as they cushion people from livelihood shocks when workers liquidate them when faced with financial crises. Assets such as televisions, cell phones, houses and facilitate access to current affairs, information, shelter and access to extra money respectively. All these factors can individually or combined bring capacities to greater livelihoods as the example above shows.

The assets bought are also an indicator of different employment grades and positions at work. Hence, most of the general construction workers bought radios televisions and especially better stoves. Some viewed them as great accomplishments in their lives as there was one of their first assets thus a lot of sentiments are attached to these assets. For those in senior positions they bought cars and houses by supplementing with other sources of income such as marriage and other individual small businesses.

Financial

Public Private Partnerships deliver projects earlier than governments thus it means that it saves government finances. This is because fast creation of infrastructure allows government to shift focus to more medium or long term financing needs. Hence the citizens benefit in that one of the more pressing infrastructure projects has been finished thus more infrastructural projects are naturally expected because financial capital has been freed. Hence fiscal policies if everything occurs expectantly ought to now create more Public Private Partnership's frameworks in other areas lacking in Gweru. For example, Gweru used to be a railway giant through the Dabuka siding but it is slowly defacing hence need for another PPP framework, which may also help rehabilitate the rail infrastructure and create employment thus boosting livelihoods.

The Plumtree-Mutare road will help companies in reducing transport expenses and vehicle maintenance costs. The road will not be hazardous hence it will easily cut transportation time and companies in the retail sector will greatly benefit from reduced travel times, which increase labour productiveness. The less maintenance problems will reduce vehicle maintenance there by leaving a section of some money for reinvestments. Products transported will become cheaper as better roads mean the entry of more transport players thereby reducing the costs.

When companies become more efficient and start, reducing costs from operations rather than from labour it means improved livelihoods for workers in those companies that are reliant on a related infrastructure. Excess finance can lead to expansion in other companies thus leading to more investments within the local economy of Gweru and creating more jobs.

The workers and vendors on the rehabilitated road are showing some elements of saving and entrepreneurship as some of them have started some small spin off projects. The projects include poultry, cross border trading and flea markets. A number of them had already been doing these projects but were constantly facing liquidity challenges thus the road rehabilitation gave them a timeouts boost as there are carrying out these projects.

Gweru city Council has received disbursements from Zinara, which has helped it carry out minimal road maintenance within the city. Although the disbursements were not very much they have helped, the city service some of its roads thus maintaining the work force and also facilitating business in the city. Hence, livelihoods already involved in city road construction have been boosted while other livelihoods are created in the city through these disbursements. These disbursements create capital expenditures that are necessary in the livelihoods of the city.

Women based Impacts

The project has employed women thus mitigating gender inequality. Construction work used to be a preserve of men hence the sight of women is a sign of crumbling past social relations that affected livelihoods of women have greatly been altered. The pay is on an 'equal work equal pay basis 'thus proving important to women. The program is also gender sensitive as some women were put in less demanding work such as traffic controlling at the artificial roadblocks. This presents the organization as an equal opportunity employer as women are not excluded from work that was a preserve for men.

As a sign improved livelihoods, the women have been able to stand independently and start assuming roles that they were not able to do in the past. Examples of these roles are payment school fees on time. The study did note that most of the women were vendors or informal workers thus; they could not quickly pay school fees on time because the small returns affected liquidity. This constantly made the women rely on exorbitant moneylenders hence their livelihoods were constantly under threat. Thus, the rehabilitation of the road created a stable and

predictable base of income, which has allowed greater flexibility on buying essential goods and services.

Table 1.3 specific jobs within Group 5 for women general workers

N0#	SPECIFIC TASK	N0# OF WOMEN	PERCENTAGE
1	ROAD CONSTRUCTION	11	33.33%
2	SIGNALLING	15	45.45%
3	OFFICE AIDS	3	9.09%
4	SITE CATERING	4	12.12%
5	total	33	100%

Some of the women in the project are single mothers and widows who were struggling to make ends meet. Hence, the introduction of the Mutare-Plumtree road rehabilitation offered them opportunities that were becoming fewer in Gweru. Most of single parent homes face funding constraints thus leading to school dropouts of children. Hence through being employed by group 5 most single mothers were able to send their children back to school or engage in tertiary education.

Adequate shelter provision was affecting most single mothers or widowed women. Hence, through the program some of the women were now able to move out from squalid conditions of one room to spacious lodgings. This is an indicator that livelihoods as money to spend on such essential services is found. The change of shelter also influences future forms of livelihoods especially on children. Living conditions affect the behaviour and ability of children to learn. Hence, the environment change might lead to more development opportunities for the families there by making livelihoods more sustainable.

Women who have been employed by group 5 have used the opportunity to further their education. Previous livelihoods were more demanding and less paying thus under the Infra-link project many women have are now supplementing their O' levels or identifying professional courses that may be relevant to their future prospects in life. Livelihoods have been greatly transformed through the Infra-link as people have used it a leap forward to further career prospects. Hence, this unlocks the value in people thus furthering livelihood to become more sustainable.

Among the women on the projects some of them are in specialized employment such heavy machinery operation, management and general work. Women that have operated heavy machinery have greatly been uplifted, as they have gained priceless knowledge that is hard to come by if there were still in their previous exploitative gender relations. Livelihoods are now sustainable as the women got some important human capital assets that have made them marketable in this field. The researcher found out that for most women it was their first time to be involved in such work thus they leapt over barriers of relevant work experience and male domination to emerge at such levels.

Summary

Zimbabwe instituted the Infra-link joint venture to rehabilitate the Plumtree Mutare road, as it did not have funds to rehabilitate itself. Group 5 as government's partner holds 30% equity in the project and is the main contractor and subcontracts related activities to other companies. The road rehabilitation has led to the employment of 2 000 people nationwide and more in the rehabilitation related activities. In Gweru group 5 is employing over 150 people with 90 people directly hailing from Gweru and their permanent work station is Gweru.

The study was focused on these 90 people because of their nativity to Gweru and the fact that most of their income would be used in Gweru. The income was used to buy physical assets such as cars, houses and residential stands thus an indicator in improved livelihoods and income. Women especially single mothers and widows benefited a lot from the project as they were able to fulfil some of the roles they were having difficulty fulfilling as household heads and breadwinners.

Chapter 2 Challenges and Limitations being faced during the road rehabilitation

Introduction

This chapter will discuss the challenges and limitations faced by the company, people and other stakeholders in implementing rehabilitation of the road and obtaining livelihoods respectively. The chapter will firstly assess the national challenges and then dwell on challenges specific to Gweru. The national challenges and limitations of the project have a bearing on the project's impacts in Gweru as they trickle down to probably make the road ineffective in Gweru. The objective of the chapter is to show the challenges and discuss the root cause of these challenges and limitations.

National Challenges Emanating from the Plumtree-Mutare Road rehabilitation

The first challenge with the rehabilitation of the road is the integrity of the implementers. The government and Group 5's moral uprightness shapes the sustainability of the benefits of the program. For example, one of the partners, Group 5 had been facing allegations of flouting regulations in South Africa. According to the Financial Gazette of 15 June 2011, "Group 5 is currently being probed by the Competition Commission in South Africa, together with 19 other contractors, for alleged bid-rigging in construction projects valued at R29 billion or about US\$4 billion, including Soccer World Cup Stadiums." Hence, there was need for Zinara to do due diligence so that the company prevented itself from entering into hideous partnerships.

Interestingly in Zimbabwe, as some commentators elude that Zinara and Group 5 bypassed a lot of laws that regulate company formation and procurement. According to the Financial Gazette of 15 June 2011, "The government of Zimbabwe had contracted the engineering and construction company to do the design and installation of a multi-million dollar project to modernise the Plumtree-Mutare highway without going to tender, prompting the State Procurement Board to investigate the deal." Hence, it raises a lot of eyebrows in that the process jumped a lot of procedures thus evading a lot of scrutiny that could have unearthed a lot of irregularities like those unearthed in South Africa.

One must take note that some of the service providers to Group 5 are companies of high-ranking government officials. For example, the major fuel supplier is Co moil and Minister Saviour Kasukuwere owns it. One must link his awarding of the contract with the fact that Zinara and Group 5 never went to tender thus speculation of insider deals which do not always provide cost effective solutions as there are political connections involved.

Hence, questions arise in that this program was supposed to be a development enabler but ironically, it goes against many tenets of development. Tenets such as transparency, participation and accountability. It is also important to note that programs and projects that lack these factors may provide the requisite economic growth and livelihoods but they will not be sustainable. This is due to the fact of so many shady deals and dirty linen, which may exposed at any given time thus affecting project and program viability.

Hence, this is a major challenge to the economy and livelihoods if there was any wrongdoing. This is because flouting tender procedures prejudices the economy of revenue in the form of tender bids and the tax that follows. Prejudice can also have happened in that a less expensive contractor and partner may have been hired hence, the country saving a lot of money from loan repayments. Hence, these savings would have been translated into more social spending by government in areas that people have access to but cannot actively use because of lack of employment and the unavailability of sustainable livelihoods. Such areas in Gweru include housing delivery, electricity, water and sewer reticulation.

The flouting of tender procedures might have denied the country better project designs as Zinara only reached conclusions using the Group 5 model. Not despising Group 5's design one feels that more deliberations can bring out the best of ideas thus availing a wide selection pool. Hence, the nation could have been stripped of potentially good projects and to a certain extent, more livelihood capacitating designs.

The methods of selecting Group 5 showed double standards pursued by the Government of Zimbabwe, as it does not walk the talk of economic empowerment. Government and Zinara especially failed to recognize that Zimbabwe has many reputable construction companies such as John Sisk, Constain, Murray and Roberts, and Bitumen (tar specialists) that could have at least combined to meet the requirements of government. Hence, this means that government

facilitated the externalization of most of the US\$ 206 million loan when it could have stayed within the country. The income obtained by the Zimbabwean companies could have capacitated them to be strong to withstand foreign competition as most of the construction projects are won by foreign companies from China and South Africa.

This has therefore gives limited development prospects and employment opportunities, which would have been gained if a local consortium had partnered the Zinara. This is because Group 5 top brass and professionals are expatriates. Hence, those are the jobs that the unemployed in Zimbabwe are looking for but are being taken by expatriates because of tender flouting and policies that are not crafted in line with the best ideas of corporate governance. Briefly, the country could have used this project to its fullest benefit as the project could have answered our short-term economic problems such as liquidity and unemployment.

The type of employment that foreign companies bring is unsustainable as it can quickly divest unlike companies with foundations in Zimbabwe who are very patient. In 2013 when funds had run out Group 5 retrenched almost 400 employees (Zimbabwe Independent 29-11-2013). Foreign companies are more profit and extraction oriented thus they have poor staff retention strategies which affect livelihoods. The economy of the nation therefore suffers as the program retrenches when it supposed to recruit.

Policy inconsistency by the government has really hampered the project's effectiveness. The project was born in 2012 during the Government of National Unity where there was progress and efforts to lure investors. Hence, the operating environment was good and supportive to Group 5 as it made more progress during the GNU than it has done after Zanu PF's 2013 election victory that dissolved the GNU. A change in government means a change in policy and structures that influence policy formulation.

The victory of ZANU PF made President Mugabe appoint Minister Obert Mpofu to head the transport ministry taking over from Nicholas Goche. Allegations are that Obert Mpofu when at the Ministry of Mines was always interfering with corporate governance of parastatals under him. According to Daniel Nemukuyu of the Chronicle (31-07-2014), Mpofu agreed in court that he did meet BSGR (Beny Steinmetz Group Resources), a prospective partner of The Zimbabwe

Mining Development Corporation (ZMDC) without knowledge of the Board and no minutes were taken.

Hence, there is no guarantee that he has been usurping powers of the Zinara board as seen by his dismissal of Zinara's board and replacing it with his chosen lieutenants on 24 July 2014 (The Zimbabwe Mail 25-07-2014). With his history in interfering in corporate governance, he could effectively cause chaos in the Infralink Company and its equity holders, Zinara and Group 5 thus affecting service delivery.

Hence, there is great change in the relationship between government and its partners (Group 5 and DBSA). Uncertainty and distrust can effectively slow down the thrust of a project, which in turn causes the missing of deadlines, more inconveniences and increase in unnecessary and unbudgeted expenses. For example, the rehabilitated road is still to reach Gweru from Bulawayo because of factors that are not technical but are more boardroom like. The road has been stalling at the railway flyover near Bata Industries for months now thus showing an error higher up as the equipment and raw materials are available.

Government rigidity and inability to be flexible in policy formulation has led to group five preferring to hire equipment than bring in more advanced equipment. This because government and group five had agreed that most of the machinery in road rehabilitation will be transferred to the department of roads while road maintenance equipment will remain with Group 5. Obviously Group 5 did a cost benefit analysis, which favored hiring than bringing new equipment into Zimbabwe. This decision might have boosted those into equipment hiring as business rose but it denied opportunities for greater technology to be used on the road thus giving the road total quality assurance which some of the machinery in Zimbabwe cannot give.

The project has come with a new phenomenon of tollgates. Although government had mooted the idea long before Group 5 started to rehabilitate the roads, Group 5 revolutionized the idea in Zimbabwe through installation of state of the art toll plazas. These tolls on the Plumtree-Mutare road have become unnecessary expenses to motorists who have used the road free all the years since colonialism. It is through these tollgates that the program has been faced with apathy and criticism thus isolating the program from the public support it needs for it to be justified as

necessary. Hence, with the negative attitude of the people it becomes difficult to show the benefits.

To add to motorists and businesses displeasure Obert Mpofu the Minister of Transport doubled the toll fees hence, effectively doubling an expense people did not understand and want. The challenges his decision has on livelihoods are increased expenses for companies especially those who frequently use roads that pass by tollgates. The expenses are passed on either to the consumer or the worker through salary adjustments. His plan to increase three more toll gates along the Plumtree Mutare highway will effectively increase those expenses thus significantly increasing inflation which then ultimately affects the poor person whose livelihoods need improvement.

There have been reports of tollgate revenue looting by government officials. According to the Financial Gazette of 22-01-2014, “Apparently, the project had courted controversy over allegations that ruling party bigwigs had flexed their political muscle to loot the funds.” Hence, the cancerous problem of corruption in Zimbabwe is affecting Zinara as well. Public opinion and the research study showed that many people doubt if the revenue generated from tollgates is being used for its intended purposes. Hence, if the allegations were true the benefits of the program will be limited to social and physical aspects but the real financial benefits that were supposed to result from the project will not be achieved.

Financial benefits are hard to realize if there is corruption and misuse of resources. Hence, livelihoods that rely on government aid cannot gain much as a project that might bring revenue had been compromised and is not adequately supplying the fiscus. Hence, the direct revenue from tollgates will be limited thus government cannot bridge the current accounts thus remain in debt and effectively killing any prospects of future livelihoods creation.

In addition, it is very important to note that corruption in Zimbabwe affects equitable income of the revenue as most of the income tend to be distributed in Mashonaland Provinces and especially Harare. According to The Standard (22-07-2010) “President Robert Mugabe’s rural home district of Zvimba and other Zanu PF strongholds in Mashonaland have grabbed the largest amounts of money from tollgate fees.” Since most of the revenue comes from the refurbished

Plumtree-Mutare, highway it is natural for some of that revenue to be distributed to areas such as Gweru, by which the road passes through.

Some respondents questioned the logic of prioritizing the rehabilitation of the highway over some critical infrastructure such as energy, water for both irrigation and agriculture. They allude that the highway might have depreciated but it had not reached alarming levels like the persistent power cuts, water shortages and crop failure. Although government is not funding the project directly, but government could have used the same rationale of Public Private Partnerships in these other projects, which may quickly facilitate economic recovery. It is no secret that Zimbabwe has a power and water deficit thus one road rehabilitation cannot effectively be the panacea to the national economic problems.

One can question how a road can help the poorest of the poor in remote rural areas around Gweru. The refurbishment of the Plumtree-Mutare road is simply following the colonial path of resource extraction hence, it is offering nothing new to be people who were always far from it. The road is passing through already established areas that have had access to roads and have functioning modes of transport. Hence, they do not have access to it and it is very difficult for them to obtain the trickle down aspects of the road. Most of the poor's livelihoods cannot change through as this is not in any way their pivotal basic need but it is just a luxury to them.

This is because the poorest do not use cars and hospitals are a last resort to them. Hence, this road is an elitist idea it has no real national interest in it apart from commercial interests, which are not evenly distributed hence, its effect on the poor is less visible. The road will just benefit those who have capabilities, capital and access to it for one to use it in market gardening, vending and travel, which are mostly the direct livelihoods that one can extract from the road.

Transport networks are crucial in socio-economic and geo-political interactions. However, the introduction of a new road or road enhancing may interrupt some of the interactions discussed above. Some of the disruptions that have occurred in Zimbabwean economy because of the Plumtree- Mutare highway rehabilitation is that it caused cement shortages because it had ordered almost half of Bulawayo based Portland Pretoria Cement's order book. This created shortages in the economy and led to speculation activities but only for a small period. Hence, the idea is that big PPPs can also have a negative effect on the economy.

Challenges and Limitations Peculiar to Gweru

The road has had its benefits on livelihoods in Gweru, which are in these categories, economic, social and political. However, it has had its challenges, which have limited these benefits; some of these challenges are environmental, financial and social. It will be prudent to start with the environmental effects as they are long term in nature and cause more disruptions in the near future as their effects are seen.

Although the road as a rehabilitation road has less environmental damage than a newly constructed road however it did make some environmental damage. The quarry stones and gravel taken from hills and quarries have made permanent alteration of the natural environment as hills have easily lost shape. The implications of this on livelihoods is that it will affect future generations' ability to live in harmony with nature.

Hazards such as landslides have become a certainty now hence,, exposing people to hazards that might have high casualties. In Gweru Group 5 has been taking gravel from quarries with minimal government bodies' oversight, as this is a national project. Statutory bodies such as the Environmental Management Agency has been ignoring Group 5's quarrying activities. This is because individual environment officers fear that interfering in this project might cause delays and such delays might attract people in higher offices thus in the end costing one's employment.

In order to speed up the road rehabilitation, Group 5 graded detour roads on the embankments of the main road. These detour roads altered natural drainages thus leading to erosion of soil near the road and siltation of rivers. The company did not rehabilitate those areas that the roads were thus with rains approaching the siltation might increase. This affects livelihoods as some urban dwellers rely on urban agriculture and their urban fields are mostly near the highway as land near the highways is not always inhabited. Hence, food security will fall as most urban people in Gweru will fail to produce on the land as the humus in the soil would have been affected.

Some of the silted streams feed into rivers and dams that Gweru draws out its water from. The effects might be gradual but if no rehabilitation occurs those dams will quickly lose capacity thus affecting more livelihoods. Water is a key input in industries thus, it will make companies unviable as water will be scarce thus affecting industries ability to produce. Some peri-urban dwellers carry out fishing in the rivers for nutrition support and livelihood by selling excess.

Hence,, if siltation will likely affect these livelihoods also. Hence, the company erred when it did not rehabilitated those detour roads.

The road construction process has resulted in air pollution caused by the heavy machinery Group 5 is using. The machinery is sometimes used in residential areas thus, it results in poor air quality and a lot of smog thus affecting residents nearby. The road rehabilitation in a specific area can last for two weeks or even a month thus, residents adjacent to the road works, have their quality of life affected. Some respondents commented that they stayed indoors when construction activities were occurring as they could not easily get used to the dust.

For some roadside businesses they had to move from the area because their businesses were rendered void by constant noise and air pollution as some clients thought it better to seek services where there was less dust, soot and noise. Hence, vital reliable income that was unrelated to the road rehabilitation was lost and recovery mechanisms will be obviously hard to implement because the livelihood disruption had been long. In this scenario one must note that the road rehabilitation did not only change livelihoods for the better but for the worse as it provided shocks to already existing livelihoods.

The rehabilitation of the road has led to an influx of Group 5 workers, motorists and commuters who are congested due to traffic controls. Hence it increases littering as there would be no bins nearby thus the environments along temporary traffic controls is noticeable through the amounts of litter. Although Group 5 workers do try their best to pick up litter, the littering is too much and occurs 24 hours as the traffic controls are also 24 hours. Thereby the environment is affected most of the litter is not picked. Since the litter is not organic it will become more or less permanent landmarks near the traffic controls.

In addition, the temporary traffic controls have no ablution facilities that can cater for a minimal percentage of motorists and commuters. This therefore leads to stranded passengers and motorists to urinate and defecate in the open, which is not truly representative of the trends of this day and age. This setup also leads to diseases outbreaks as vending stalls with food are nearby areas of defecating as people do not go further in fear of being left by the bus or minibus. This also causes soiling of the environment as human excrement will be in higher concentration in such areas thus affecting people native to that area.

The respondents answered questions basing on the pollution there were familiar with. For example Group 5 workers had no knowledge of water pollution and land degradation because of ignorance and the fact that they don't use these resources. For drivers and commuters one has to understand that they only notice air pollution and litters as there are easily noticeable.

The road rehabilitation caused habitat fragmentation as it cleared trees near the road because of need to have space for road widening and creation of detours. The amount of habitat fragmentation is not much however, the natural state of roadsides have changed thus affecting small animals. The construction material such as tar and quarry stones were sometimes put on roadsides in huge batches thus affecting grass and small animals' habitats. Some of these animals may indirectly important to the livelihoods of the people who live near the road as they help maintain the balance of nature and manmade environment. For the areas in peri-urban Gweru were they herd animals it meant loss of pasture thus mildly limiting pastures were they herd cattle and goats.

Water pollution occurred as runoff from roads and washing of construction material entered streams or sunk into the ground. Hence, a mixture of lead, diesel, nickel, heavy-duty oils, copper, polycyclic aromatic hydrocarbons and zinc from the heavy combustion of the heavy machinery found their selves in rivers naturally. Hence, livelihoods may be affected as people who use these rivers as water sources may be continuously ingesting dangerous toxins without actually knowing the dangers. Cement was also used extensively during the process thus if any residue is found it can extremely alter riverbed environments causing stress for animals and plants.

The finished road will also cause an upsurge of cross boundary transport as the road facilitates regional trade. It therefore means that air quality will become worse and noise pollution will increase at the rate, which traffic increases. It is important to note that more traffic will divert from traditional routes to utilize this newly refurbished road, as it will be faster and convenient. Hence, this means air and noise pollution will become a permanent way of life for vendors and residents who sell wares and live along the road respectively.

Economic Effects of the Road Rehabilitation

The rehabilitation of the Plumtree-Mutare highway might have increased business in areas like quarry and construction but left a key sector of industry in Gweru. Sino-Zimbabwe Cement

Company a key producer of cement did not provide cement during construction of the Gweru artery of the road and support structures such as the tollgate. The company as one of the largest industries and employers in Gweru it deserved a quota of supply. With no aim to question Group 5's procurement policy but the road's impact to livelihoods in Gweru, would have been boosted if the Sino Zimbabwe Cement Company had supplied some cement to the road works.

Toll revenue collection is heavily centralized in Zimbabwe as all funds go to Harare and then are reimbursed to rural district councils, cities and towns at the Zinara head office's discretion. This there leaves room for corruption and misappropriation of funds thus leaving very little funds for municipalities and rural councils. For example the funds that the city of Gweru is given are not enough to allow overhaul of the road systems in the city. Hence this questions if the road is going to really have the trickledown effect it was supposed to have.

Social effects

The methods of rehabilitation are disruptive to social lives of commuters and motorists. The lack of space and resources for the constructor to construct a completely separate suitable detour were not available hence, Group 5 had to close one lane when working in a particular area. These inconveniences had social effects as people spent hours immobile on the roads thus wasting away socially productive time.

The effects on livelihoods are plenty such as missing social gatherings such as church, which many people draw inspiration from, as there are integral to their lives. Hence, in principle anything that inconveniences a person cannot uplift that person as it creates unfortunate circumstances that can affect ones livelihoods. Hence, the road rehabilitation process created a lot of unwanted and negative circumstances that affected society's cohesion which in-turn affect the abilities of people to use their time productively to improve livelihoods.

Respondents such as commuters, motorists and public transport drivers mentioned that for the better part of the last two years they have lost some social and economic benefits that were supposed to accrue to them thus suffered a number of drawbacks. An interviewee gave a comparison of how a four-hour journey from Gweru to Harare suddenly became a six-hour journey because of the numerous stops due to road works. Hence, for that particular time during road rehabilitation the road became a burden to people who used the road regularly.

Economic effects

For retail, companies and transport companies in Gweru were greatly inconvenienced as delivery of goods took time. Companies like in express mail Swift took a knock from the constant delays as they failed to meet targets. Business is about targets hence; the road shortly caused a lot of livelihood shocks as many businesses in Gweru had orders delayed hence, affecting performance and increasing expenses. Expenses were increased, as the companies had to pay overtime to the drivers and workers who unloaded the goods.

The installation of a tollgate between Kwekwe and Gweru will effectively increase the cost of travelling. Some people in Gweru travel to Kwekwe almost on a daily basis hence, this affects their lifestyles. For commuter taxis, the introduction of a tollgate has affected revenue and has meant other cost-cutting measures, as they cannot easily hike the fares to cope up with this new crisis. Fare rise cannot be a coping strategy as inflation is not rising and there other alternatives of transport such as hitch hiking, as the road is a highway with plenty of cars. Hence, this means commuter omnibuses are in dire straits as most of the transport operators already have low profit margins.

If the proposed tollgate at Chegutu is installed then there is a crisis for businesses and transport operators. Inflationary pressures will arise as most of the goods use haulage trucks, which pay ten dollars at tollgates. Hence, goods coming to Gweru from Harare will factor in a cost of passing three tollgates. The tollgates on the Plumtree-Mutare are a result of the rehabilitation of the road thus challenges that come from these tollgates is directly caused by the rehabilitation of the road.

To make matters worse there are reports of government planning to put 30 more tollgates in most of Zimbabwe's roads thus this is highly likely to push prices up for businesses who will naturally pass it to the consumer. For consumers on a tight financial leash these proposed actions will affect many livelihoods especially in Gweru as financial constraints already being felt combine with inflation. Hence, a disaster is waiting to happen with arbitrary tollgate installation particularly on the Harare-Gweru-Bulawayo road.

Effects on Human Capital

A road is not fixed construction project it moves on when a place is finished. Hence, in Gweru the road is only left with a few finishing touches, which has meant some labour is excess. Some people who have been working on the Gweru part of the refurbishments have been retrenched. From this group the majority that have been retrenched are local people as they were conveniently employed because of their proximity. The effects of this is that the road was only a temporary employment sector hence; the people will soon start to look for work. Positive livelihood changes in some of the people were still to be noticed.

The impact on livelihoods is that people return to the positions there were before commencement of the project. Hence, poverty may slowly creep in again. Although Group 5 might have improved the livelihoods of so many people, some workers had become so reliant on it that they cannot not quickly cope with the livelihood shocks of losing work. This may be caused by the fact that many workers do not have professional skills thus are not easily marketable in jobs that have a fair pay like the one they currently have.

Effects on downstream industries

Many companies in Gweru benefited from Group 5's rehabilitation works. Companies such as Kittos transport, Comoil and JRG provided logistics, fuel and civil works at a large-scale respectively. With the company, downsizing the effects will be reduced cash flow and market shrinkage. It is obvious that Group 5 was one of their most reliable customers hence; the shift from rehabilitation to maintenance will mean reduced intake or virtual end of some of the products or services supplied by these companies to group five. Workers employed by some of these companies to directly service Group 5 will be deemed excess thus leading to more unemployment.

In addition, some services that workers on the payroll of Group 5 used to access will be affected by the downsizing of the company. Services such as housing, entertainment and tuck-shops in the high-density suburbs of Mambo and Mutapa in Gweru had faced a boom because of Group 5's migratory workers. Hence, with those workers about to finish the Gweru stretch of the road it means that those services are no longer in demand. This will negatively affect the residents in the short term as they had been enjoying the liquidity of over 100 people in these suburbs who had money to spend in bars and food consumption.

These effects are also felt in the Central Business District of Gweru as the migrant and resident workers of Group 5 improved the liquidity within the City. Although their spending was not very high, however there were the very few people who were liquid when companies were downsizing. Hence, there important to companies particularly in the retail and fashion sector. The formal fashion sector is affected by illiquidity and there are so many alternatives such as flea markets and the Group 5 workers were major customers because of a steady incomesector really benefited from the workers of Group 5 hence it will be affected when their numbers dwindle.

Effects on Gender Relations

As the project draws to an end male workers have better chances of finding employment than female workers because of a number of factor. The first limitations of women in sourcing alternative work are the reproductive roles women ought to carry out in the home such as child care, cooking and laundry for the husband. Hence, women cannot migrate in search for work just like what men do as these reproductive roles tie them up.

This is mainly due to the fact that culture does not expect a woman to leave her children in search of work. hence, most of the women interviewed just resigned to fate as they said they will just wait for job openings that come to them than seek out jobs within Group 5 in areas that are still being refurbished and outside Gweru as the family unit comes first. Hence many women employed by Group 5 will return to their previous roles as housewives as they cannot effectively rise up from a good position to a better one as patriarchy controls them.

Single mothers and widows will be faced livelihood shocks greater than married women will. This is because Single mothers and widows are the sole bread winners in their families thus any abrupt shift income sources could lead to heavy shifts in standard of lives and access to essential services that there were accessing during their employment at Group 5. For example if there are no immediate livelihoods alternatives taken there is danger for erosion of these benefits; better accommodation, improved access to education and health attained during their employment.

Hence, most women employed by the project will be vulnerable if they do not start work anytime soon as there is great risks of their old livelihoods sufficing again and this time there is a greater chance of poverty staying stuck for good. This is because the economic situation in Gweru and the country as a whole is worsening and no more formal employment opportunities

are opening up. It is very unfortunate that the few opportunities in the informal sector are have been filled up.

Summary

this chapter touched on the national controversies regarding the project and how they impact on the . Of particular interest is the bypassing of tender and procurement regulations thus signaling that the process was not transparent and was not participatory. Hence, the project has seen looting of tollgates and and irregular distributions of working capital and retrenchments. In Gweru the project caused land, air, water and noise pollution. The project seems to be an elitist driven venture as it is simply following the colonial capitalist routes set. Thus it will not help the majority of the poor people as it has made travelling both inconvenient and expensive through the many tollgates

Chapter 3 Group 5's Phasing out strategy and Coping mechanisms adopted by workers, residents and vendors.

Introduction

This chapter will focus on the exit strategies of Group 5 and the phasing out of operations. This chapter aims to show the positive and negative impacts on the economic and social environment of Gweru and Zimbabwe. This phasing out, the long term plans of Group 5 regarding the rehabilitated road will be discussed. The chapter will also analyze coping mechanisms that are either adopted or to be adopted by workers and vendors affected by the gradual phasing out of the road rehabilitation by Group 5.

Phase out of Plumtree-Mutare road Rehabilitation

Phasing out is a system of gradually ending a product, project and service over a set time in a clearly defined way through a series of stages. Group 5 and Zinara's joint venture has followed these stages; sourcing of capital, due diligence and actual rehabilitation of the road. These are the initial stages of a project which then end. When they end the process of phasing out begins as some labour, skills and machinery is no longer needed. The focus and priorities of the company change thus the initial stages must be phased out.

Group 5 will phase out its operations in a gradual manner as the nature of the contract with government is a Built Own Operate Transfer. This is because Group 5 and the Zimbabwe National Roads Administration (Zinara) own 30% and 70% respectively of the road and facilities on it through their joint venture Infra-link. Thus this means that Group 5 has a stake on the road that makes it commit to Zimbabwe.

This therefore means that the company will remain visible as evidenced by very large investments in non-movable assets such as tollgates and weighbridges and large machinery. These capital equipment show a commitment for the group to stay within the country as it manages and maintains the road so as to sustain the original quality of the road. The advantages of this setup is that the socio-economic environment created when the company began the project will be maintained.

The company will then obviously maintain a small crew of workers hence livelihoods would continue for those fortunate. For those who supply services to the company contract value will be reduced as the company will be spending less. This will be a small headache considering the benefits accruing from this setup. Since Group 5's sole mandate will be maintenance of the road it will spend money unlike the government and municipalities which misappropriate and divert funds for other projects. Hence under the Public Private Partnership framework the Plumtree-Mutare road will greatly impact the economy.

When the Company phases out some of the machinery may either be donated or sold to government road urgencies, rural district councils and municipalities. This occurs during phasing out as the company seeks to unload some of the unnecessary items on its balance sheet and there would be a need for group 5 to realign some of its activities to the current needs and expectations. Hence such phasing out helps councils and government parastatals in obtaining assets in providing infrastructure and livelihood support structures.

Group 5 as a company that is profit oriented might be dishonest during its gradual pull out as it might smuggle out some of the machinery that are supposed to remain in zimbabwe. Group 5 and Government agreed that some of the machinery being used on the rehabilitation will be transferred to the state. Most of the machinery is still new and top class thus group 5 might feel prejudiced if most of the machinery were to be given to the government.

It is also important to note that most contract workers will not receive severance packages as the company realigns its operations. Most of these workers were on 6 months contracts thus there will be left destitute as the company shifts from road rehabilitation to maintainance. It will also be difficult for most of the workers on 6 months contracts to be absorbed in the new structures as they lack the experience, skills and occasionally the connections.

Group 5 and Zinara will in the year 2032, handover the project to the government department of roads. The govern may either grant a further concession for the joint venture to continue as the government may not be able to accept full responsibilities of running the road. If Group 5 is not granted a concession then the joint venture end the company completely pulls out of the country.

Coping mechanisms on Challenges and Limitations of the road rehabilitation

Coping mechanisms can be defined as methods and strategies, which enable management, adaptation or action upon specific external or internal stress. They are used when a normal system of doing things changes or becomes overly taxing and demanding. Hence, this section will present techniques, ideas and projects employed by the company and its workers when dealing with challenges and limitations mentioned in Chapter 2. There will be an evaluation of their effectiveness in the provision of livelihoods and maintenance of existing livelihoods.

Integrity Of The Organization

The Zinara and Group 5 had been accused of flouting tenders and bypassing procurement requirements. This led to negative publicity, which led to low investor confidence on the company shares. To cope up with these challenges the companies disclosed the nature of their agreement and justified bypassing procurement regulations by going to the public. A Sunday interview of Zinara chief executive officer Mr Frank Chitukutuku (FC) explained the complexities, “It was an in-built agreement that if we get funding, Group Five will be the main contractor by virtue of being an Infralink shareholder. Therefore, if you are the one who has money how do you go for tender and compete with those who have no money?”

This coping mechanism was able to prevent a parliamentary inquiry that would have brought sceptism about the program. Such a government inquiry would have led to the halting of the project thus preventing the supposed socio-economic benefits of the project. Thereby some of the accrued benefits would not have happened thus in preventing a parliamentary inquiry the coping mechanism of going to the public media, education was to a greater extent successful.

Coping Mechanism for Businesses

Businesses in Gweru have faced challenges induced by the congestion caused by temporary road closures. The road closures have caused delay in delivery of goods and services when using the Plumtree to Harare stretch of the rehabilitated road. Businesses to cope with these delays they sought alternative routes to and from Gweru which took shorter time and more convenient than the rehabilitated road. From Harare to Gweru freight, products and even buses started to use Harare Mvuma road and as a detour and then Mvuma Gweru.

The road is a practical as an alternative route as the distance from Harare to Mvuma is “” Kilometers and Mvuma to Gweru “” kilometres compared to Harare to Gweru’s “”kilometres. However this coping mechanisms could only be used by express traffic between Gweru and Harare whereas traffic that could have been going to areas such as Chegutu, Kadoma, Kwekwe were still disadvantaged. Hence the problem of traffic delays is to persist until the road rehabilitation fully winds up.

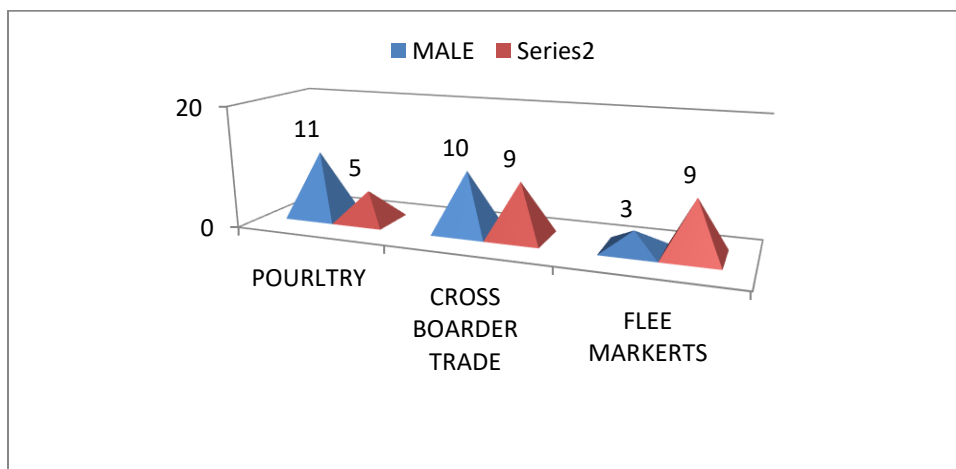
Failure to service the debt account

The road project was facing late disbursement of road rehabilitation funds from DBSA because Infralink was not paying the required quarterly instalments. The debt was being caused by the channels of distributing money as ZIMRA was collecting revenue and misappropriating it. Thus Zinara took over the tollgates so that the debt could be adequately serviced.

Former Workers Laid off

Former workers have resorted to starting income generating projects from the funds they obtained from Group 5 to counter livelihood challenges. Chicken rearing and flea markets were the most noticeable projects they may have been chosen because there are easy to manage and less costly. These projects been able to create income flow continuity albeit at a lower level than Group 5. One must credit Group 5 and Zinara for creating these opportunities as they have would have found it hard to have this capital if unemployed.

FIG projects carried out after retrenchment



Vendors

Most of the vendors who were utilizing the traffic congestions to sell their wares are no longer noticeable as the road finishes and congestions get fewer. Vendors have employed various coping mechanisms to counter the effects of market shrinkage. Some of the coping mechanisms have been to return to previous vending sites, diversification of products, using funds acquired from selling in the road to venture into new attractive markets and new products.

No#	Coping mechanism	No# of vendors
	• return to previous vending sites	18
	• diversification of products	11
	• new markets and new orientation	10

For most vendors they were attracted to vend along the road because of the increase in workers and traffic simultaneously brought demand for food during lunch breaks and instant consumables such as snacks and airtime. When the road rehabilitation slowly finished some vendors have opted to go back to their previous places of working such as schools and market stalls. Hence, the short-term impacts of the road are seen, as the vendors will be left with lesser income thus leading to livelihood shocks meaning that change of style of living.

For some vendors who were already vending in the proximity of the road there will just diversify their products as the road rehabilitation exercise demanded context specific products. Hence they ought to change their range to fit the new demand or otherwise they will be irrelevant. Some vendors who used to sell sadza have seen the product to be no longer viable thus they are opting to diversify into selling fruits. Although this coping mechanism allows continuation of a livelihood it however fails to counter the advantages brought by vending during the time when the road was fully in rehabilitation with many congested cars and workers.

As the road rehabilitation winds up some vendors have seen the unfeasibility of continuing to vend in those areas. Through the capital acquired they have seen it necessary to penetrate markets they could not penetrate because of financial constraints. Areas they have opted to penetrate are either Gweru CBD and nearby towns or new areas which were capital extensive. Hence the

rehabilitation of the road has led to better livelihoods as it has created opportunities for earning a living and inevitably expand from those opportunities.

Coping Mechanisms for Residents

Residents along the rehabilitated road are facing a lot of problems mainly pollution. The road works have introduced a large population of workers in the area who have in turn caused littering, noise, and dust and air pollution. Hence the residents where possible employed some coping mechanisms to ensure a degree of normalcy in their lives but there were not much.

Summary

The chapter looked at Group 5's exit strategy and understood it as a gradual process with subsequent impacts. Retrenchments occurred when Group 5 phased out the rehabilitation of the road stage. The chapter also dwelled on coping mechanisms to be adopted by vendors and workers and their success rates. Residents unfortunately could not cope up easily as coping strategies available meant temporarily moving out of the area to escape pollution.

Summary Conclusions and Recommendations

Introduction

This chapter intends to summarise all the findings of the research itemized under the research objectives. After a summary of the results and the chapter will then offer recommendations to the findings to strengthen existing success and to address any problems cited in the study. The recommendations will be relative to every stakeholder that is government, constructing company, workers and general people.

Summaries

The research was carried out using four guiding objectives. Firstly, the research aimed to understand how Infra-link operates and its benefits to the people and economy of Gweru. The second objective strived to understand challenges faced by the Infra-link Company, workers and ordinary people of Gweru and to establish the limitations of the PPP in livelihoods provisions. Thirdly, it aimed to show the coping mechanisms adopted by affected workers and people after Infra-link downsized and their effectiveness.

Infra-link is a joint venture between the Government of Zimbabwe (Zinara) and Group 5 International who hold 70% and 30% respectively within the company. The company was created out of the sore purpose of rehabilitating the Plumtree-Bulawayo-Harare-Mutare road using a USD \$206 million dollar loan granted by the Development Bank of Southern Africa. Zinara is the project manager and it is responsible for disbursement of cash to finance expenditure on the road's rehabilitation. It also collects money from the toll plazas along the road, which it then uses to cover some expenses and pay instalments of the DBSA debt.

Group 5 International is a South African company, which partnered Zinara on the Infra-link. Its responsibilities are to rehabilitate the road and manage all other sub-contractors. It directly employs the workers on the road rehabilitation as a contractor not as a shareholder. Infra-link is just a company that sourced and will service the debt with no employees directly related to the

road rehabilitation as Zinara, and Group 5's duties and responsibilities are distinctly separate but complementary

Nationally the project created employment of over 2 000 jobs and created a lot of downstream industries which also created demand for goods and services thereby creating employment. Downstream industries created where in areas such as quarry supplying, building materials, transport related services, hospitality services and also sub-contracting of smaller construction companies. With this in mind, the Plumtree-Mutare road rehabilitation created many employment opportunities within the country.

In Gweru, Group 5 at its peak employed over 150 people who were mostly from Gweru as the company had agreed to use casual labour within the vicinity of its current rehabilitation works. Hence, this really halved the jobless rate in Gweru by providing employment directly and indirectly. Group 5 also contracted a number of local suppliers such as Kittos logistics and JRG construction, which greatly boosted their revenue and led them to prevent shedding more staff and to a lesser extent create employment.

Livelihoods improved because of the employment of people in Gweru. Gweru is not immune to the liquidity crisis thus the employment of people led to the workers accessing goods and services there were not able to access such as better shelter, education, small and assets. Through the ability of accessing these things standard of lives increased and also there was a short term liquidity reprieve because of the high number of workers thus drawing benefits for the whole community.

The project did help a lot of women who were in limbo because of structural problems such as widowhood, divorce and gender insensitive work related policies. Most of the women were living on a hand to mouth basis hence the entry of the project provided jobs and increased women's participation in the construction field. Because of heavy mechanization, road rehabilitation has become less labour intensive thus allowing women's participation doing away with the gender stereotyping of masculinity and femininity. Female

Chapter two looked at the challenges and limitations the project has in the delivery of livelihoods. The national challenges included lack of transparency and arbitrary policy and statutory instruments changing by the government. For example, the unilateral increase of toll

fees by the Obert Mpfu Minister of Transport has made it difficult for commuter buses and business deliveries make ends meet.

The project from its inception seemed to lack consultancy and participation as shown by the process not going to tender flouting government regulations. In addition, the instalment of the Gweru tollgate without stakeholder participation and public interviews may show that the project is only there to make money. It does show that there is less consideration on the part of government on livelihoods and the effects of increased expenses on small businesses and people.

The research also showed that some established industries in Gweru were left out in the procurement processes especially when the project was in their vicinity. Companies such Sino – Zimbabwe Cement Company could have had a share of its cement used in the project thus leading to more productivity at the company leading to more job retentions.

Coping mechanisms for challenges faced by Group 5, included retrenchments, overdrafts and extended credit lines. These coping mechanisms by the company led to unemployment for four hundred people in country and over 40 people in Gweru. Overdrafts led to the company shares the Johannesburg Stock Exchange dropping as the company was now in a risky position as the projects sustainability raised eyebrows thus affecting investor confidence. On issues of government and Zinara's inefficiency to service the DBSA debt, the company sought audience with the government. The results were improved systems, which enhanced debt servicing and uninterrupted finance for the project.

Conclusion

The project was one of the biggest infrastructural investment in Zimbabwe since the turn of the new century thus it helped in mitigating three of Zimbabwe's biggest problems, liquidity, employment at a time when companies were closing down and deindustrialization especially Gweru's industrial base that had heavily dilapidated. It has also been noted that the Plumtree-Mutare road, rehabilitation to a certain extent improve structures and services that create or enhance livelihoods.

The livelihoods have also made it possible for some people to fully use their ability and occupy societal levels they could not have occupied hence the project was very helpful in this regard. The challenges noticed during the study are very serious and could seriously discount the good work done by the project. The lack of transparency and participation exhibited through tender by passing and awarding of politically connected contracts to some people is a serious flow that the project has. These flows put questions on whether if the project was the best out there or not.

Recommendations

This section will provide recommendations by the researcher and those derived from respondents. The four objectives of the study are the guidelines for recommendations to the public sector and private sector. The first set of recommendations will be derived from findings on how the Infra-link operates and its benefits to the people and economy of Gweru. The second and third sets will address the challenges, limitations, phase out strategy and coping mechanisms respectively.

Government should adopt Public private partnerships in other areas of service provision it has failed to provide. Areas such as water reticulation and power generation could be given to private players who might charge a portion above government and municipality rates but albeit an existing service. The current service provision in Zimbabwe has seen more people paying exorbitant money for services that are either not there or substandard. Hence, the study recommends that service provision should have a hint of commercialization, which makes it reliable and existent.

The Public Private Partnership framework can is not only limited to governments as councils can fully utilize its benefits. Municipalities are the major service deliverers hence their efficiency in service delivery is an indicator of quality of lives of its residency. Municipalities deliver most of their services from ratepayers' money thus; a hint of commercialization can effectively bring value for money. An example of value for money can be noticeable in the City of Johannesburg, which has commercialized water provision thus dry taps are unfamiliar unlike in Harare. Hence, it is recommended that Municipality councils such as Harare and Gweru take on board PPPs to improve service provision.

The benefits accruing to Group 5 in quarterly dividends should also attract local companies to invest in public infrastructure as PPPs. Group 5's costs during the road rehabilitation were financed by the DBSA thus Group 5 will be tapping on to the profits gradually for the next 18 or more years thus making this venture lucrative. Hence, the study recommends that Private Companies in Zimbabwe consider collaborating the government in service provision, as public services never face waning market areas that the private sector can tap into are, energy, water, health and tertiary education.

In future PPPs, the study recommends that government is more transparent in adopting PPPs as any secretive and corrupt activity might limit people's participation as people view it as thievery. Public Private Partnerships survive on the User Pays Principle thus any apathy by the users is tantamount to collapse of the project.

A clearly defined PPP framework is needed; it should be a framework that recognizes the capacity of local players and their ability to play a major role besides the foreign concessionaire. Hence, it is recommended that government create a favourable political and economic environment that makes local PPP participation possible. Government can do these by disregarding indigenization laws which have affected most construction companies thus have favoured foreign companies.

Government must regulate employment in PPPs more efficiently as most of these workers are retrenched with either few funds or none at all. Such regulation helps in the creation of sustainable livelihoods as it will prevent arbitrary retrenchments.

Government is recommended to plug in corrupt behaviours as this affects investment in other dormant PPPs. Investors can be scared away by hints of corruption as no one wants to invest in a long-term project in a system plagued by corruption. Hence, if everything is to be done above board, investments occur and more projects avail themselves.

government and the private companies must educate most workers on the culture of saving as most of the workers who got employed by Group 5 underestimated the capacity of Group 5 to finish the project earlier thus spent money lavishly thinking there were working for the long haul. Hence, challenges met during retrenchment emanated from irresponsible behaviour. Hence, government and companies ought to explain that such projects cannot be forecasted their end to

worker. Workers are also recommended to save money to cushion themselves from livelihood shocks.

Group 5 and other prospective private contractors are recommended to pay the slightest attention to environmental and ecological harm. The real test of a successful PPP is centered on how it exits the community. Hence, environmental harm might prejudice the community of future livelihoods and animals their food and habitats.

Appendix 1

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Appendix 2 Data gathering tools



Interview Guide for Supervisors

My name Tinofara Sekeso, I am a fourth year a student of Development Studies studying at Midlands State University. I am carrying out a research on the impacts of the rehabilitation of the Plumtree- Mutare highway locally known as the Bulawayo-Harare road.

Aims and objectives of The Reahabilitation

- May you please illustrate them and have you met your set targets?
- What is hindering the set targets?
- What coping mechanism have you employed?

Impacts of Group 5 on the Community

- What impacts where you targeting?
- have you achieved your targeted impacts?



Questionnaire for Vendors

My name Tinofara Sekeso, I am a fourth year a student of Development Studies studying at Midlands State University. I am carrying out a research on the impacts of the rehabilitation of the Plumtree- Mutare highway locally known as the Bulawayo-Harare road.

The researcher will be grateful if u attempts to answer all the questions. Please do not hesitate to show the researcher questions that may offend, inconvenience or make you feel uncomfortable. All answers will be confidential and no name or personal inferences will be shown in the research. Thank you for your participation

INSTRUCTIONS

- i) Tick [] where applicable and express your views in the spaces provided, if any.
- ii) Do not write any names on the questionnaire.

Background Information

Tick [] the appropriate response.

a. Sex

Female [] Male []

b. Marital Status

Single [] Married [] Divorced [] Widowed

1.1 When did you start vending on the refurbished road?

2013 [] 2014 [] other year []

1.2 What was your occupation immediately before vending on the road?

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1.3 How has vending changed your life?

.....
.....
.....
.....

1.4 Which challenges are you facing during vending?

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.....
.....

What coping mechanisms are you employing?

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.....
.....
.....

Which recommendations can you offer?

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.....
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Questionnaire for Public Transport Operators and Motorists

My name Tinofara Sekeso, I am a fourth year a student of Development Studies studying at Midlands State University. I am carrying out a research on the impacts of the rehabilitation of the Plumtree- Mutare highway locally known as the Bulawayo-Harare road.

The researcher will be grateful if u attempts to answer all the questions. Please do not hesitate to show the researcher questions that may offend, inconvenience or make you feel uncomfortable. All answers will be confidential and no name or personal inferences will be shown in the research. Thank you for your participation

INSTRUCTIONS

- iii) Tick [] where applicable and express your views in the spaces provided, if any.
- iv) Do not write any names on the questionnaire.

Background Information

Tick [] the appropriate response.

1.4 How long have you been driving on this road?

2014 [] 2014 [] other year []

1.5 How has the rehabilitation of the road impacted on your business, work and travelling?

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.....
.....
.....1

1.4 Which challenges are you facing during driving?

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What coping mechanisms are you employing?

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.....
.....

Which recommendations can you offer?

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.....
.....



Questionnaire for Commuters

My name Tinofara Sekeso, I am a fourth year a student of Development Studies studying at Midlands State University. I am carrying out a research on the impacts of the rehabilitation of the Plumtree- Mutare highway locally known as the Bulawayo-Harare road.

The researcher will be grateful if u attempts to answer all the questions. Please do not hesitate to show the researcher questions that may offend, inconvenience or make you feel uncomfortable. All answers will be confidential and no name or personal inferences will be shown in the research. Thank you for your participation

INSTRUCTIONS

- v) Tick [√] where applicable and express your views in the spaces provided, if any.
- vi) Do not write any names on the questionnaire.

Background Information

Tick [√] the appropriate response.

1.6 How long have you been travelling using this road?

.....

1.7 How has the rehabilitation of the road on your life?

.....
.....

.....
.....1

1.4 Which challenges are you facing with the road rehabilitation ?

.....
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What coping mechanisms are you employing?

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Which recommendations can you offer?

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