

**THE EFFECTIVENESS AND RESPONSIVENESS OF PUBLIC-
PRIVATE PARTNERSHIP IN CAR PARK MANAGEMENT IN
LUSAKA CITY**

by

Rachel Mathotho

**A Dissertation submitted in partial fulfilment of the requirements
for the degree of Master of Public Administration (MPA).**

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DECLARATION

I, RACHEL MATHOTHO, hereby declare that the work presented in this dissertation is the result of my research work and that it has not previously been submitted for a degree, diploma or other qualification at this or another University.

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Date:

APPROVAL

This dissertation of RACHEL MATHOTHO is approved as fulfilling the partial requirement for the award of Master of Public Administration Degree by the University of Zambia.

Examiner 1..... Signature..... Date.....

Examiner 2..... Signature..... Date.....

Examiner 3..... Signature..... Date.....

Chairperson,
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ABSTRACT

Public Service delivery has, over the years, transitioned from being influenced by the Old Public Management (OPA) paradigm which was concerned with structures and bureaucracy to the New Public Management (NPM) and the New Public Governance (NPG) models. The new models advocate for the involvement of the private sector in service delivery. The role of government has, hence, expanded from being a service provider to being a service assurer or guarantor. This means that government takes the responsibility of ensuring that the services are delivered without necessarily carrying out all services on its own. The Zambian government has been responsible for service provision through various ministries and local councils for several decades. However, service delivery by these units, particularly local councils, has been characterised by a lot of inefficiencies and ineffectiveness which result from capacity challenges. In trying to address these challenges, the Zambian government has adopted different forms of engaging the private sector in service delivery such as complete and partial privatisation, including Public-Private Partnerships (PPPs), outsourcing and contracting out, among others.

The general objective of this research is to evaluate the effectiveness of PPP in the management of car parks. Specifically, the research aims at examining the extent to which PPP in car park management helps to relieve local councils of their financial and human resource challenges and to assess the extent to which PPP ensures good quality car parking services. This was an evaluation research and was a one-time case study. It made use of questionnaires and semi-structured interviews to collect quantitative and qualitative data, which were analysed using Statistical Package for Social Sciences and content analysis, respectively. The sample size was 162 comprising 150 motorists, 10 wardens (car park attendants), one key informant from Lusaka City Council (LCC) and one key informant from Parkrite Zambia Limited. The two key informants were purposively selected while multistage sampling which combined simple random and convenient sampling was used to select wardens and motorists.

The findings show that the current PPP between LCC and Parkrite has failed to relieve the local councils of their financial challenges. This is because there is less revenue realized by the local council from car parks compared to what was being realized before the partnership. In addition, the local council is still expected to maintain the roads which cover most of the on-street car parks. However, to a large extent, the PPP has helped to relieve the local authority of its human resource challenges. This is because Parkrite employs all the workers involved in car park management. This gives LCC a relief in handling human resource related functions in that sector. The findings also show that motorists are generally satisfied with the quality of car parking services. This means that the PPP model has the ability to ensure good quality car parking services. To ensure maximum benefits from the PPP, LCC should introduce some form of punishment, in addition to the current rewards, so that Parkrite's actions are within the contractual terms. Furthermore, both parties should enhance communication, transparency, accountability and commitment to their roles so as to ensure mutual benefits.

Keywords

public-private partnership, effectiveness, responsiveness, car park management, financial challenge, human resource challenge, quality of service.

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ABBREVIATIONS

APEC	Asian Pacific Economic Corporation
BOO	Build-Own-Operate
BOOT	Build-Own-Operate-Transfer
BTO	Build-Transfer-Operate
CBD	Central Business District
CSIS	Centre for Strategic International Studies
DREAMS	Determined Resilient Empowered AIDS-free Mentored and Safe
KMA	Kumasi Municipal Assembly
LCC	Lusaka City Council
MMD	Movement for Multiparty Democracy
MOA	Memorandum of Agreement
MPRs	Minimum Parking Requirements
NAPSA	National Pension Scheme Authority
NPG	New Public Governance
NPM	New Public Management
OPA	Old Public Administration
PAYE	Pay As You Earn
PPP	Public-Private Partnership
PRRR	Pink Ribbon Red Ribbon
RDB	Rwanda Development Board
RTSA	Road Traffic and Safety Agency
SMGL	Saving Mothers Giving Life

SPSS	Statistical Package for Social Sciences
UK	United Kingdom
US	United States
ZMW	Zambian Kwacha
ZPA	Zambia Privatisation Agency
ZRA	Zambia Revenue Authority

DEFINITION OF KEY TERMS

The key concepts in this research are:

Effectiveness: - this refers to the degree to which the PPP contract benefits the council in terms relieving them of their financial and human resource challenges.

Responsiveness: - this refers to the degree to which the PPP contract ensures good quality car parking services. These services include size, cleanliness and surfacing of parking slots as well as security of parked cars.

Public-Private Partnership: - this refers to “an arrangement between Public and Private sectors (consistent with broad range of possible partnership structures) with clear agreement on share objectives for the delivery of Public Infrastructure and/or public services by a private sector that would otherwise would have been provided through traditional public sector procurement” (Republic of Zambia, 2011: 5).

Car park management: - this refers to the process of dealing with or controlling areas or buildings reserved for parking cars so as to make efficient use of the available parking resources (Ison, 2014).

Financial challenge: - this refers to inadequate financial resources for the operations of the local council. Financial resource is money that is readily available to do business in the form of cash, liquid securities and credit lines.

Human resource challenge: - this refers to insufficient number and quality of workers readily available to manage the car parks.

Quality of service: - this means the degree to which motorists are satisfied with car parking services such as surfacing, marking, size and cleanliness of parking slots and security of parked cars.

CHAPTER 1

INTRODUCTION

1.1. Background

Public sector leaders around the world face challenges of ensuring that their services meet the expectations of citizens. However, how these challenges are confronted differ considerably (Oosterom, 2007). These services include car parking, water and sanitation, education, health care and road maintenance, among others (Republic of Zambia, 1991). Oosterom (2007) argues that one common challenge organisations face is how to service customers better. To him, the Public sector is not immune to this challenge and hence he advocates for ways of improving efficiency and effectiveness in service provision. It is in trying to address such challenges that the paradigm of delivering public services has evolved over the years.

For much of the twentieth century, the delivery of public services, including car parking, was influenced by the Old Public Administration (OPA) paradigm (Robinson, 2015). This type of Administration was more concerned with structure and bureaucracies, hence characterised by red tape and slow processes. As such, the emergence of globalisation and market liberalisation led to serious criticisms of the OPA paradigm which was viewed as being inefficient and ineffective (Tholons, 2010). Robinson (2015) adds to the distinctive features that characterised the Old Public Administration. Among them, he highlights reliance on centralised control, set rules and guidelines, hierarchical structure and separated policymaking from implementation. According to Tholons (2010), reformists have introduced new approaches as a way of responding to the shortcomings of the traditional system of OPA. The new approaches involve the adoption of private sector practices in the operations of the public sector. These approaches include the New Public Management (NPM) and the New Public Governance (NPG) (Osborne, 2006; Robinson, 2015; Tholons, 2010). On the one hand, NPM looks at intra- governmental processes and management and emphasises market driven perspectives in the management of the public sector. Its focus is on the various forms of decentralisation, increased use of markets and competition, as well as increased emphasis on performance output and customer orientation (Tholons, 2010). On the other hand, NPG focuses on inter-

governmental relationships and relations between the government and private sector organisations, especially in service provision. Its emphasis is on coordination among the various stakeholders in the delivery of services (Osborne, 2006). This approach has been adopted in the delivery of a number of services in Zambia, including management of car parks.

Under the new approaches, the role of government has expanded from that of being a service provider to being a service assurer or guarantor. This means that while the government takes responsibility for ensuring that services are delivered, it is not necessarily responsible for carrying out all the services on its own. This entails that there is a third party who is involved in the provision of these services and that is the Private sector (Joseph, 2002).

Like many countries in the world, public services in Zambia have traditionally been provided by the government through the various Ministries and Local Authorities also known as councils or municipalities. These services include the establishment and maintenance of roads, public transport, firefighting, health care, provision of education, water supply, refuse disposal, management of parks, recreational facilities and postal services, among others (Republic of Zambia, 1991). However, this approach to service provision was characterised by a lot of inefficiencies and ineffectiveness. This situation was attributed to a number of factors such as inadequate financing, poor policies and pronouncements, lack of equipment and qualified staff, bloated workforce, lack of initiative and poor work habits among staff, inadequate supervision of subordinates, mismanagement of resources, ineffective community representation by councilors, lack of public scrutiny and the tendency by central government to centralise decision making which resulted in local authorities being over dependent on central government (Chibiliti, 2010; Kalibange, 2013; Lolojih, 2008; Momba, 2002; Yasini, 2012). In trying to address these challenges, the Zambian government has adopted different forms of engaging the private sector in the delivery of public services such as complete and partial privatisation, including Public-Private Partnerships (PPPs), lease (Krishna, 2006) and outsourcing or contracting out (Tholons, 2010).

The origin of PPPs in Zambia can be linked to the political and economic transformations that the country has gone through over the years. Momba (2007) argues that PPPs emerged as part of the comprehensive package of the public sector

reform which was introduced to make the delivery of public services more efficient and effective. After attaining its political independence in 1964, Zambia saw a lot of nationalisation where the government took full responsibility of the delivery of public services to its citizens. Zambia was highly dependent on copper at the time and the copper prices on the world market were doing fine. The government was able to deliver services while sustaining economic growth and it is argued that this was because the trends in the global economy were favorable (Mukela, 2007). Things took a turn in the early 1970s when there was a global increase in oil prices and a drastic fall in the prices of most commodities on the world market and copper prices were not spared. In addressing the challenge of falling copper prices, the government of Zambia opted to getting loans from multilateral institutions, with the hope that copper prices would rise in no time. This led to high fiscal deficits for the country hence creating macro-economic instability (Republic of Zambia, 2011). Krishna (2006) highlights that state owned enterprises, during this period, kept eating into the nation's resources through subsidies. He further argues that parastatals became unsustainable because of poor accountability for commercial returns for political patronage. This gave rise to the need to remove political interference in the running of state owned enterprises.

When the Movement for Multiparty Democracy (MMD) came into power in 1991, the Zambian economy was characterised by high inflation, general collapse of the economy and declined per capita income. This made the new regime to introduce reforms which brought about the liberalisation of the economy. Among the reforms were the Structural Adjustment Programme (SAP) as well as the Public Service Reform Programme (PSRP) (Barankariza, 2016; Momba, 2007). The PSRP's origin can be traced to as far back as 1992 and it was generally, a strategy that was intended at transforming the public service so as to improve the quality of public services while enhancing efficiency and effectiveness (Momba, 2007). Structural Adjustment Programmes also introduced in early 1990s came in as a possible solution to the country's economic pressure (Mvula, 2001). Zawalinska (2004) highlights that the term 'Structural Adjustment' comes from the World Bank lending policy created in the early 1980s to offer quick financial assistance for countries in need. SAP is hence defined as lending policies supervised by World Bank and International Monetary Fund that offer emergency financial help to countries that are struggling to make payments on their international debt. To qualify for such loans, countries like Zambia

were required to meet certain requirements such as privatising state owned companies (IMF, 1999; Zawalinska, 2004). It is the adjustments made in such programmes as SAP that led to the liberalisation of the economy which moved towards privatisation hence encouraging both local and foreign investors to participate in economic activities of the country (Mvula, 2001). The privatisation process was guided by the Privatisation Act of 1992. This Act also provided for the establishment of the Zambia Privatisation Agency (ZPA). The agency was given the responsibility of spearheading privatisation programmes and ensuring transparency as well as minimising political interference. This was welcomed internationally as evidenced by the massive support the ZPA received in form of financial and technical assistance from several donors (Krishna, 2006).

Through Privatisation, the government allowed the private sector to become the driving force of commercial and business activity in the country. PPPs are a form of privatisation and are considered one of the most effective tools or means of delivering services to the public (Krishna, 2006). Proponents of PPP have attributed a number of benefits for both the public and private partners. PPPs are said to reduce the burden on the government hence achieving higher efficiency and effectiveness. They are also said to provide value for money. It is also believed that the partnerships bring about innovation and competitiveness and also enhances accountability and efficiency in service provision (Republic of Zambia, 2011). Other proponents of PPPs say that they are beneficial as they have a defined output and ensure that potential risks are shared between the public and the private sectors involved. It is also argued that with PPPs, there is decreased political influence in the provision of services (Parvu and Volcu-Olteanu, 2009). According to the Zambia Investment Forum (2011), the Zambian PPP agenda includes enhancing economic development in the country, supporting the National Vision of the Country which is to make Zambia a prosperous and Middle-Income Country by 2030 and to present a paradigm shift in the way of doing business. Further, the rationale for taking the PPP route in Zambia include facilitation of Government service delivery, public debt reduction and promotion of public sector savings. Others include, project cost savings, value for money, efficiency in public sector delivery and attraction of the private sector in public goods and services investment (Zambia Investment Forum, 2011).

The concept of PPPs, though considered new, has been embraced in Zambia. This is evidenced by the number of PPP projects that already exist as well as those that are in the pipeline (Zambia Investment Forum, 2011). It is argued that Zambia has engaged in PPPs since early 2000. One of the early PPP contracts was a joint venture between Lusaka City Council and a private company (China Hinani) to construct Luburma and ChachaCha urban markets. Overall, the initial PPP projects collapsed and the failure has been attributed to the lack of a legal and regulatory framework (Republic of Zambia, 2014). It is for this reason that the process of drafting policies relating to PPP commenced in 2004 (Anyan et al, 2016). The PPP legal framework for Zambia was concluded in 2009 when the PPP Act was passed in parliament in a bid to ensure that there is economic growth through enhanced productivity, improved competitiveness and wealth creation (Republic of Zambia, 2011). To coordinate, administer and monitor PPPs in Zambia, the PPP unit was established as a department under the Ministry of Finance and National Planning though it has currently been absorbed in the Zambia Development Agency (Republic of Zambia, 2014).

PPPs come in different forms and those that have been implemented in Zambia include service contracts, management contracts, lease, concessions, Build Operate Transfer (BOT)/ Build Own Operate Transfer (BOOT) and Build Own Operate (BOO) contracts (Republic of Zambia, 2011). As highlighted earlier, the various forms of PPPs are regulated by a number of policies and laws such as the Public-Private Partnership Policy, Public-Private Partnership Act and the Zambia Development Agency Act. Management of car parks is one of the tasks that are handled using the partnership model.

The partnership of interest in this research involves Lusaka City Council (LCC) and Parkrite Zambia Limited regarding the management of car parks in Lusaka city. It is important to note that before this partnership, LCC managed the car parks in Lusaka City entirely by itself. This implies that the city council was responsible for managing, collecting and enforcing all parking fees in Lusaka city except in private car parks (Daily Nation, 2016). Specifically, LCC used to charge parking fees for all slots in the Lusaka CBD and the money was intended to finance road markings, cleaning, wages, salaries and other related overheads (Lusaka City Council, 2013). Parkrite Zambia is a private company which has been registered in Zambia since 2011 (Lusaka Times,

2017). It is part of a bigger company called PARX Smart Parking Solutions limited which provides parking management solutions and systems to municipalities and parking operators across the world (Parkrite Zambia, 2016).

In October 2016, a Memorandum of Agreement (MOA) was signed between Lusaka City Council (LCC) and Parkrite Zambia Limited to enter a partnership to manage car parks in the city. The contract between the two parties involves management of both on-street and off-street car parking infrastructure in the Central Business District (CBD). In this contract, Parkrite Zambia manages the car parks on behalf of Lusaka City Council. The type of PPP contract entered is a Build Operate and Transfer (BOT) contract. It was agreed that from commencement, the contract was to run for an initial period of 10 years subject to review and extension for another five years, after which all the parking management systems including infrastructure would revert to Lusaka City Council. Parkrite Zambia was awarded the contract by LCC through a public tender and in accordance with the laws of the Republic of Zambia mandating such (Lusaka City Council, 2016).

The partnership between LCC and Parkrite was entered into because it was expected that it will be of mutual benefit to both the public and private partners. Apart from countering the earlier highlighted challenges councils face, Lusaka City Council entered into a partnership with Parkrite because Parkrite was considered to have the necessary technology, infrastructure and financing to execute parking management for both on-street and off-street parking infrastructure in the Central Business District (CBD) of Lusaka city. In this regard, Parkrite Zambia Limited was given the responsibility to manage, collect and enforce all parking fees in the CBD as well as recommend parking procedures and tariffs to the council.

LCC's aim of partnering with a private company was to furnish the parking infrastructure and make value for money. According to the Republic of Zambia (2011), value for money can be manifested through a number of things. To start with, value for money can be manifested through better coordination and greater synergy between the phases of design, construction and operation. Secondly, the manifestation can be through the application of re-engineering principles and efficient management techniques. Another way through which value for money can be manifested is placing emphasis on the quality of service offered to the end user/ customer. Additionally,

value for money can be manifested through minimising total project costs throughout the entire project life cycle, as well as ensuring that there is effective use of capital employed with the generation of revenue (Republic of Zambia, 2011). To be particular, Parkrite has an obligation of collecting revenue from the car parks, of which 40 percent of the profits are to be remitted to Lusaka City Council on a monthly basis. Parkrite is supposed to retain 60 percent of the profits (Lusaka City Council, 2016). Other reasons why LCC partnered with Parkrite were linked to the expected benefits as highlighted by Parkrite Zambia which include improved parking services, reduced costs, reduced congestion and pollution and better services for drivers and residents (Parkrite Zambia, 2016). Considering that LCC and Parkrite are in a partnership, the expectation is that each of them has roles to play. In this case, LCC is the principal who engages Parkrite (the agent) to perform a service on their behalf (Meckling and Jensen, 1976). So the general role of Parkrite is to manage car parks on behalf of LCC while LCC has a role of regulating the provision of the service and also ensuring that Parkrite does not divert from the terms of the agreement.

1.2. Statement of the Problem

Despite the private sector being involved in the management of car parks in major cities in Zambia, like Lusaka, there are still problems of traffic congestion in the CBD. This raises questions regarding the capacity of the private sector to provide good quality services in the management of car parks. There are reports of drivers parking their vehicles along the roads, which in turn, narrows the roads and hence causing congestion. There are also reports indicating that some shop owners even complain that they have lost customers as people who intend to buy from their shops go elsewhere where there is less congestion. Another problem that has become common is theft of parked vehicles or their parts while they are parked in designated car parks (*Zambia Daily Nation*, 2016).

Additionally, despite private companies in Zambia being engaged to deliver municipal services and required to remit some of their profits to local councils, local councils are still facing problems of late payment of salaries. It has been reported on a number of occasions that council employees countrywide threaten to down tools due to delayed

payment of salaries. The reports further state that local councils do not have enough workforce to raise the necessary revenue (Mbulo, 2018; Phiri, 2018). This situation, therefore, raises questions regarding the ability of PPPs to relieve the local councils of their financial and human resource challenges.

1.3. Research Objectives

1.3.1. General Objective

The general objective of the research is to evaluate the effectiveness and responsiveness of Public-Private Partnership in the management of car parks.

1.3.2. Specific Objectives

The specific objectives of the research are as follows:

- i. To examine the extent to which Public-Private Partnership in car park management relieves local councils of their financial challenges.
- ii. To examine the extent to which Public-Private Partnership in car park management relieves local councils of their human resource challenges.
- iii. To assess the extent to which Public-Private Partnership ensures good quality car parking services.
- iv. To make recommendations that would improve the management of car parks.

1.4. Research Questions

1.4.1. General Question

The general question of the research is;

How effective and responsive is Public-Private Partnership in the management of car parks?

1.4.2. Specific Questions

The specific Questions of the research are as follows:

- i. How far is Public-Private Partnership in car park management able to relieve local councils of their financial challenges?
- ii. How far is Public-Private Partnership in car park management able to relieve local councils of their human resource challenges?
- iii. Is the Public-Private Partnership able to ensure good quality car parking services?
- iv. What should be done to improve the management of car parks?

1.5. Significance of the Research

The significance of this research is that it will provide information on the effectiveness of Public-Private Partnership (PPP) in the management of car parks. PPPs have been chosen for this research because they are believed to be a tool or means of enhancing the quality of services provided to the public (Republic of Zambia, 2011). Proponents of PPPs attach a lot of benefits to them. Firstly, PPPs are said to reduce the burden on the government, hence achieving higher efficiency and effectiveness. They are also said to provide value for money. It is also believed that the partnerships bring about innovation and competitiveness and also enhance accountability and efficiency in service provision (Republic of Zambia, 2011). Other proponents of PPPs say that they are beneficial as they have a defined output and ensure that potential risks are shared between the public and the private sectors involved. It is also argued that with PPPs, there is decreased political influence in the provision of services (Parvu and Volcu-Olteanu, 2009).

Car parking has been chosen because it is an important component of everyday driving and the increase in the number of cars in the city means that the available parking space is becoming limited by the day. Vehicles circulating, looking for parking space, are likely to cause congestion and their emissions add to pollution. Managing car parks hence addresses a lot of issues including security, the pace of doing business as well as financial problems for local authorities. It is argued that the aim of parking

management is highly dependent on the provider. For example, the major aim for local authorities is to address congestion and to generate revenue, among others, whereas for private providers, revenue and profit are all important. Hence, parking management when appropriately applied, can provide a variety of economic, social and environmental benefits (Ison, 2014).

The information that will be provided by this research will be useful to several stakeholders. Firstly, it will be of benefit to the policy makers who may, in future, be able to come up with policies that can improve the management of car parks. Secondly it may benefit public service providers who are likely to gain knowledge on how to better the management of car parks. Lastly, it might be of benefit to the vehicle owners and drivers or motorists, as they are likely to gain knowledge of how they can contribute or play their part in improving the management of car parks which might, in turn, lead to better services. To sum it up, this study is important as it provides information that can contribute to the achievement of efficiency and effectiveness in the management of car parks by the government, particularly the local authorities.

1.6. Conceptual Framework

The key concepts in this research are Public-Private Partnership, effectiveness, responsiveness, Car park management, financial challenge, human resource challenge and quality of service. The meaning and relationships among these concepts are presented in Figure 1.1.

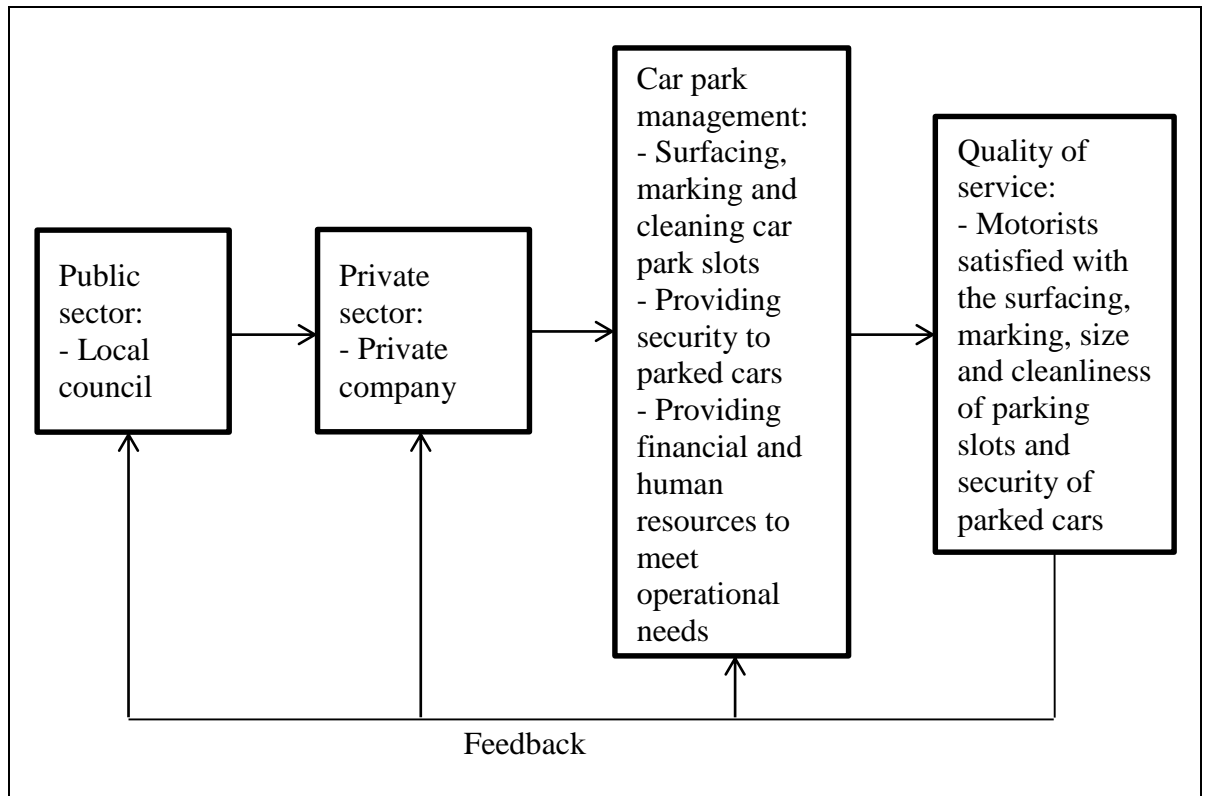


Figure 1.1: Conceptual framework

This conceptual framework is based on the assumptions of the agency theory. This theory assumes that there are two parties to a contract. These are the principal and the agent. The relationship between these parties is that one person known as the principal engages another, called the agent, to provide a service on his/her behalf. This relationship involves delegating some decision making authority to the agent (Meckling and Jensen, 1976). Ross (1973) defines the agency relationship as one that exists between two or more parties where one party, designated as agent, acts for or on behalf of or as a representative of the other, designated as the principal. To him, the agency relationship is one of the oldest and commonest codified modes of social interaction. According to Mitnick (1975), agency relationships are common in society and he cites relations between a boss and a worker, advisor and an administrator, a physician and a patient and a parent and a child as some of the examples. In this research, the local council is the principal that engages a private company, as an agent, to manage the car parks on its behalf. In this case, car park management is viewed in terms of surfacing, marking and cleaning car park slots and provision of security to parked cars and financial and human resources to meet operational needs.

Mitnick (1975) identifies two types of agents. The first is the fiduciary agent who acts diligently to achieve the goal of the principal without regard for any other goals that may affect their relationship with the principal. The choice of a fiduciary agent includes a collection of specifications which contain the highest returns for the principal. The second type is the self-interest agent. As the name suggests, this agent chooses a collection of specifications containing the highest returns to self-goals regardless of the principal's returns.

Since both parties to the agency relationship are utility maximisers, the principal is faced with the task of resolving the agency problem, i.e. to make sure that the agent acts on behalf of the principal. According to Boshkoska (2014), agency problems result from information asymmetries where the agent always has more information than the principal and the party that is insulated from risks behaves differently from what they would if they were fully exposed to the risk. There are two sources of agency problems. These are adverse selection and moral hazard (Eisenhardt, 1989; Boshkoska, 2014). Eisenhardt (1989) defines adverse selection as misinterpretation of ability by the agent. The argument is that the agent may claim to have certain skills or abilities when they are hired yet they do not. The adverse selection occurs because the principal cannot completely verify these attributes at the time of hiring or working. Eisenhardt (1989) argues that moral hazard refers to lack of effort on the part of the agent. The argument here is that the agent may not put in the agreed effort to promote the interest of the principal. In this research, it is assumed that the local council has an agency problem to solve in the process of managing the car parks, i.e. to ensure that the private company manages the car parks in a manner that satisfies the local council.

To deal with the two identified agency problems, Stevens (1993) identifies frequent monitoring and reporting, as well as conducting institutional checks as some of the methods to adopt. He, however, highlights that these methods will be costly for the principal. According to Meckling and Jensen (1976), the principal can limit the agent's divergences from his interest by incurring monitoring costs designed to limit the aberrant activities of the agent. In some cases, principals can pay the agent to expend resources to guarantee that he will not take certain actions which would harm the principal or to ensure that the principal will be compensated if he does take such actions. In other cases, the principal can control the behaviour of the agent by giving

him/her rewards for good behaviour and punishment for bad behaviour. In this research, we assume that the local council and private company have different levels of information, resources and risks. Therefore, the car parks should be managed in a manner that meets the needs of the two parties. On the part of the local council, its interest is to be relieved of the pressures of financing and operating the car parks and to ensure that motorists are satisfied with car parking services. These services include surfacing, marking, size and cleanliness of parking slots and security of parked cars. On the other hand, the private company is interested in profit maximisation. As such, the local council is expected to use rewards and punishment to control the behaviour of the private company in the process of managing the car parks.

1.7. Structure of the Dissertation

This dissertation has been divided into seven chapters. Chapter One is the introduction. This introductory chapter presents the background to the research, the statement of the problem, the general and specific objectives, the research questions, the significance of the research and the conceptual framework. Chapter One ends with a presentation of the structure of the dissertation. Chapter Two is the literature review and presents the literature that has been reviewed in this research, starting with literature on car park management and ending with literature on PPP. Chapter Three presents the methodology used in this research. Specifically, the chapter presents the type of research, the location of the research, the research approach, research design, sources of data, sample size, sampling methods, data collection methods, reliability of data, validity of data, data analysis techniques, ethics applied when conducting the research and the limitations of the research. Chapter Four analyses the extent to which PPP in car park management helps to relieve local councils of their financial challenges. This chapter first looks at the type of PPP entered into to manage car parks in Lusaka city. It then proceeds to look at the PPP's ability to generate revenue, the sharing of revenue between the public and private partners and the PPP's ability to relieve the local council from financial challenges. Chapter Five analyses the extent to which PPP in car park management helps to relieve local councils of their human resource challenges. The chapter focus on the PPP's ability to relieve the local council from Human Resource challenges and the PPP's ability to improve terms and conditions of

employment for car park attendants. Chapter Six analyses the extent to which PPP ensures good quality car parking services. The focus here is on motorists' levels of satisfaction with car parking services in Lusaka City and the challenges faced in managing car parks. Chapter Seven is the conclusion and recommendations chapter. This chapter gives the overall conclusions and then makes recommendations in terms of policy recommendations and areas of future research. The appendices are provided at the end to present the data collection tools used.

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

This chapter is aimed at reviewing literature on the concepts of Car Park Management and Public-Private Partnerships. The chapter begins by reviewing literature on how car parks are managed in Africa, other developing countries outside the African continent and the developed world. This is followed by a review of literature on the performance of Public-Private Partnerships (PPPs) in sectors other than car parks. This section focuses on literature on Zambia, other African countries, developing countries outside Africa and developed countries. Finally, a conclusion is presented.

2.2. Literature on Car Park Management

2.2.1 Literature on Africa

To begin with, it is important to mention that there are no studies that have been conducted in the area of car park management in Zambia. However, lessons can be drawn from studies conducted in other African countries. Aderamo and Salau (2010) conducted a study on *Parking Patterns and Problems in Developing Countries: A case Study of Ilorin, Nigeria*. The study examined the parking patterns, problems and their causes in Ilorin with a view to reduce the problems. The data used were collected through direct field survey of selected road intersections covering traffic volume and composition, traffic delay and causes and land use activities. On-street parking surveys were also carried out on selected roads in the city while off-street parking surveys were carried out at selected locations. Regression method was used to model parking demand along the selected streets and the off-street parking facilities which could aid in estimating the parking need in the metropolis. The analysed data revealed that variations existed in traffic flows and delays at the studied intersections. Parking problems alone were found to contribute 23 percent of delays at the road intersection in Ilorin. The study finally recommended that in order to reduce traffic congestion and delays at road intersections in the city, on-street parking should be discouraged and adequate off-street parking facilities should be provided. This study highlights how

parking problems contribute to congestion and delays on the road. Additionally, it highlights off-street parking as a better option for reducing congestion than on-street parking. The omission of Aderamo and Salau (2010) however, is that they did not explain how the suggested car parks (i.e. off-street parking) could be managed.

In their study on *Traffic Congestion and Parking Difficulties in Akure Metropolis, Nigeria*, Ogundare and Ogunbodelle (2014) argue that the cities as engines of economic development and centres of industry, commerce and administration, function only with an efficient system of transportation. They indicate that traffic congestion is one of the most predominant problems encountered in such environments. The aim of their paper was to describe intra-urban transport circulation in Akure metropolis with its attendant traffic congestion situation and problems. Using field observation, 12 congestion spots were identified. Administration of questionnaires was used to find out the distance covered within the study area, periods when traffic hold-ups are experienced and time lost to traffic hold-up in a journey. The study established that parking problems in the Central Business District of Akure were the major cause of traffic congestion. The paper, therefore, suggested regular monitoring of traffic flows along major roads in the city as well as the need for parking provisions not only in the Central Business District but also in some identified land use zones. From this study, the lesson is that parking problems contribute greatly to congestion which means that if parking is properly managed, congestion will be greatly reduced in cities. Like the above study, this study does not explain how car parks can be effectively managed.

After assessing *The Challenges of On- Street Parking in Nigerian Cities' Transportation Routes*, using Ibadan North-East Local Government area as a case study, Asiyanbola and Akinpelu (2012) argue that parking is an integral component of the transport system and that it plays a crucial role in the management of traffic and congestion. They conclude that on-street parking is one major problem that makes traffic situation chaotic in Nigerian cities. It was also found that most roads in Nigerian cities are narrow and lack pedestrian lanes which lead to double parking along the narrow roads thereby causing traffic congestion. This is also attributed to the non-availability of off-street parking facilities along the transportation routes. It is learned from this study that to reduce congestion, good parking has to go hand in hand with a

good road network. However, Asiyanbola and Akinpelu (2012) do not indicate the elements that constitute good parking and a good road network.

Ellimah (2014) looks at *The Prospects and Challenges of Public Private Partnerships in Car Park Management in Kumasi (Case of KMA and Gold Street Real Estate Consult)*. Data for the study was obtained from primary and secondary sources including interviews, reports, journals, internet, magazines and newspapers. The key findings of this study were that the Public-Private Partnership that was adopted in this case was a Management Contract. This type of partnership had helped to ensure the generation of revenue to the Kumasi Municipal Assembly (KMA) while ensuring security for the car park users. The cited challenges were bureaucracy and delay in the release of funds from the road fund to Gold Street Reals Estate and the researcher argued that there was high potential for revenue generation if the challenges were addressed. This research highlights the potential for increased revenue generation as a benefit to Kumasi Municipal Assembly and increased security as a benefit to the car park users. This shows that the Public-Private Partnerships can be beneficial to both service providers and consumers. Nonetheless, the unaddressed issue in this study is that Ellimah (2014) does not clearly state the extent to which customers were satisfied with the quality of the service delivered by private sector partners.

2.2.2 Literature on developing countries outside Africa

In a book, *Parking Guidebook for Beijing*, the Institute for Transportation and Development Policy (2015) looks at Beijing's existing parking policies and systems and several parking locations, residential, commercial, office and mixed use areas, both on-street and off-street, documenting existing parking practices in Beijing. It notes that increased car ownership in Beijing has resulted in a higher demand for parking spaces. It also notes that rather than taking a restrictive approach to parking as a means to reduce car travel and ownership, the government has tried to increase parking supply in an effort to solve parking problems. It however, argues that increasing parking supply is not a solution, as it leads to more traffic and lost opportunities for high-value uses of land like offices, retail and residences. Each parking space took up 30 to 35 square metres and car drivers need between two to

five different parking spaces every day. Therefore, it was crucial for the success of Beijing to start managing parking holistically and implement and enforce parking systems and policies that have proven their success elsewhere. This study teaches us that increasing parking supply is not a solution to the parking problems faced in many cities. It also teaches that emerging cities can draw lessons from established cities that have managed to find solutions to parking problems. The limitation of this study is that it does not cover parking systems and policies that can be considered to be successful.

2.2.3 Literature on developed countries

Hulme-Moir (2010) conducted a study on *Making Way for the Car: Minimum Parking Requirements and Porirua City Centre*. The study was undertaken to investigate the use of Minimum Parking Requirements in the New Zealand context and to assess their impacts on transport and land-use patterns. According to Hulme-Moir (2010), Minimum Parking Requirements (MPRs) require that each new development provides enough parking to ensure ample provision at the time of peak demand. He argues that such an approach bundles parking into the development costs hence ensures that parking is free to the user. As a result, land-use and transport decisions were distorted. The findings of the study indicate that MPRs tend to oversupply parking relative to weekly mean and peak occupancies. Land use mapping found that 24 percent of Central Business District land was allocated to car parking and MPRs were shown to contribute to dispersed development patterns. This study gives an alternative where parking should be part of every new development so as to ensure ample parking space for clients and employees among others. It however, highlights the disadvantage of this option which is dispersed development patterns. The focus of this study is that it looks at a developing city and not an already developed one. It looks at how parking can be handled with new developments not an already built city that has a parking crisis.

Lessons can also be drawn from literature on PPPs in the delivery of other services (apart from car park management). The literature is presented below.

2.3. Literature on Public-Private Partnerships

2.3.1 Literature on Zambia

In his study on *Assessing the Impact of Public- Private Partnerships in the Water Supply Schemes in Lusaka: The case of George Complex*, Mwanza (2002) attempted to find out whether the community based PPP could increase cost recovery, promote sustainability and respond to the needs of the users in peri-urban areas like George Complex. Primary data was collected by the use of questionnaires and interviews with residents in the study area, resident development officers, officials from Lusaka City Council, officials from Lusaka Water and Sewerage Company, Care International and Japan International Corporation Agency. Secondary data was collected from the University of Zambia Libraries and the Lusaka City Council research unit. The results of the study were that with the introduction of the partnership in George Complex, cost recovery had been enhanced as customers paid for the service before using it. It was also discovered that the concept of community participation which was introduced for sustainability had recorded positive results. Generally, the partnership was found to have responded well to the needs of the people (residents). From Mwanza's study, lesson are learned that PPPs are a way of enhancing cost recovery, as people are made to pay for the service. The positive response to the needs of the people also entails that PPPs can bring about improvement in the quality of services. The limitation of this study however is that it focuses on PPPs in one sector, water supply, and does not cover experiences in other sectors where PPPs are applied such as car park management, infrastructure development, national park management and health care, among others.

Ngoma (2015) carried out a study on *Public Sector Infrastructure Delivery through Public- Private Partnerships in Zambia*. The aim of the study was to highlight the benefits, constraints and risks involved in the implementation of PPP construction Projects in Zambia. Using literature review, structured interviews, questionnaires, surveys and case studies to collect data, the researcher identified benefits, constraints and risks in the implementation of PPP construction projects in Zambia. Ngoma highlighted benefits of PPPs which included cost saving, risk sharing, increased efficiency, improved levels of service, enhancement of revenues and economic benefits. The identified constraints were lack of appropriate legislation, lengthy

concession agreements, lack of toll or user fee setting policies, excessive rates of return to private investors, absence of revenue sharing formulae, inconsistent application of evaluation tools such as value for money and cost benefit analysis, poor terms in relation to the condition of assets at the end of the concession and poor risk allocation between public and private sectors. In this research, Ngoma identified risks which included corruption, inflation, environmental considerations and lack of experience in PPP arrangements.

The relevance of Ngoma's (2015) study is that it brings into perspective the fact that there are both positive and negative consequences of implementing PPPs. This study reveals the fact that apart from having benefits, PPPs have constraints and as risks. This entails that before implementing a PPP project, all these have to be looked into so that there is maximum avoidance of risks and reduction of constraints while maximising the benefits. However, the weakness of the research by Ngoma (2015) is that it focused on construction projects at National level and the findings may be different if a similar research is conducted at the Local level. Additionally, the findings might not apply in other sectors other than construction.

Another study worth noting is one done by Ng'andu (2002) who looked at *The Effectiveness of Public- Private Partnership Management Contract in Providing Water: Nkana West- Kitwe*. This particular study aimed at assessing the effectiveness of management contract in the provision of water in Nkana West. Questionnaires and non-scheduled interviews were used to collect data from 50 respondents. It was concluded from this study that Management contract was opted for by government in order to harness finance, knowledge of technologies and managerial skills in the provision of water to the township. It was also found that before the partnership, respondents claimed they never experienced disruptions in the supply of water but after the partnership, a percentage said they had started experiencing those. The study also brought out the issue of billing which was a new thing to the residents and they complained of delayed deliveries of the bills. The researcher also noted that due to compliance issues where some parties did not stick to their roles as outlined in the contract, this partnership was not spared from problems. These included loss of focus, poor communication and understanding as well as poor accountability.

Two issues that make the research by Ng'andu relevant are the billing and quality of service delivery. Firstly, it shows that there is usually a bill attached to the services provided under PPPs and this brings into perspective the issue of commercialisation. Another issue is the disruption in service delivery and lack of compliance by the involved parties, to stick to their roles in the process of implementing PPP projects. This means that private sector partners are not interested in improving the quality of public services but to maximise profits. However, the limitation of Ngáandu's (2002) study is that it was confined to PPPs in the water sector leaving out other sectors such as health and car park management among others.

In a study titled; *Impacts of Public-Private Partnership on Local Livelihoods and Natural Resource Dynamics: Perceptions from Eastern Zambia*, Nshimbi and Vinya (2014) evaluated the long-term implications of a Public-Private Partnership on livelihoods and natural resource dynamics under a market-oriented approach to conservation. The study drew examples from the Luangwa Valley in eastern Zambia and sought to answer questions on two closely interrelated aspects. These included the contribution of PPP to sustainable livelihoods in and around protected areas and its impacts on natural resources in Game Management Areas. Quantitative data were collected from PPP participating and non-PPP households using standardized structured interviews, while qualitative data were obtained from three chiefdoms using semi-structured interviews and focus group discussions. The results of this study showed that PPP contributed to sustainable livelihoods and overall natural resources management through varied ways. These included promotion of conservation farming, agroforestry, poacher transformation and provision of markets for the produce of participating households. Further, impacts of PPP on soil fertility, crop, and honey yields were statistically significant.

The importance of this study is that it suggest that PPPs, if well-structured, have the potential to address both livelihoods and enterprise needs with an ultimate benefit of promoting both sustainable livelihoods and natural resources management around protected areas in tropical Africa. The weakness of this study is that it focused on one sector ignoring other sectors where PPP contracts are applied such as car park management.

Pope (2006) made a number of conclusions from his study titled *A Preliminary Examination of Public- Private Partnership in National Park Management in Zambia*. He concluded that if PPPs are effectively structured, resourced and monitored they could perform and fill gaps in the Zambia Wildlife Authority's portfolio of National parks. He argues that the different PPPs would appear to be offering support to growth, innovation and diversification in the wildlife sector that would be difficult for Zambia Wildlife Authority to replicate with its limited resources. According to Pope, initial PPP results look promising and argues that the model is worthy of a place in the Zambian wildlife Management. Pope's conclusions, though not firm, highlight very vital points about PPPs. He shows that effective structuring, resourcing and monitoring are recipes for successful PPPs. The weakness of this study is that the PPPs he was examining were in their early stages and could have encountered some early stage challenges which may disappear with time. So, these conclusions may not apply to PPPs that have been there for a long time. Additionally, the researcher looked at wildlife management which is a unique sector hence conclusions cannot be generalised to other sectors.

Fleischman and Peck (2016) conducted a study on *Public Private Partnerships for Women's Health in Zambia*. Their report was based on a visit to Zambia by a delegation of the Centre for Strategic and International Studies (CSIS) task force on women's and family health. The delegation examined the United States (US) investments through three such partnerships: Saving Mothers Giving Life (SMGL), Pink Ribbon Red Ribbon (PRRR) and DREAMS (Determined, Resilient, Empowered, AIDS- free, Mentored and Safe). The delegation found that US support for these PPPs has been critical and that they have achieved valuable successes and hold important promise. Examples of the viable successes included being able to implement the projects in a shorter time frame than planned hence contributing greatly to health awareness campaigns and saving lives. However, the full potential of these partnerships had not been realised. This was attributed to poor coordination between the National government and other development partners. Another identified shortcoming for PPPs in Zambia was the lack of engagement by the local business community. The lessons learnt from Fleischman and Peck (2016) include the importance of coordination between partners. Their report also points out the lack of engagement by local business communities which entails that most private companies

in the existing PPPs are not local companies but foreign. The reporters feel that the engagement of locals will add value to partnerships and probably enhance the benefits. The report, however, does not elaborate whether or not the beneficiaries (the women) are happy with the services of the PPPs or whether it has made a positive impact in their lives.

2.3.2 Literature on other African countries

A study was done by Ngowi (2006) which looked at *Public-Private Partnerships in the Management of Municipalities in Tanzania*. This study focused on the application of PPPs in eight municipalities/ councils in Tanzania. It also looked at challenges in applying the PPP concept. The main finding of this study is that the PPP concept is still new in Tanzania. In relation to this finding, the researcher cited a challenge that the newness of the concept meant that there was still lack of proper understanding of the concept and its operationalisation, as well as the lack of support and commitment by the various stakeholders. The lesson drawn from this research is that PPPs are still new in some countries, especially the developing ones and that newness already poses challenges. The weakness of Ngowi's (2006) study, however, is that it does not clearly state whether the PPPs are beneficial to the local councils and the community at large.

Nuwagaba (2013) conducted a study on *Public Private Partnerships (PPPs) and their effect on service delivery in Rwanda*. This research was carried out at Rwanda development board (RDB). The researcher explored the state of PPPs in Rwanda and went further to explore whether or not they could improve service delivery in the country. The findings revealed that, the types of PPPs in the country at that time were just concessions given to some investors in the key areas. It was understood from the study that 90 percent of the respondents believed that PPPs improve service delivery, 10 percent did not, 50 percent were of the view that a clear legal frame work was needed to support PPPs and 35 percent viewed a communication plan as vital for PPPs. A total of 55 percent of respondents viewed Build, Own, and Operate and Transfer (BOOT) as the best PPP model for Rwanda. It was also argued that PPPs could function well if there was no political interference and that there was need for transparency at all times during contract negotiations and execution. The lesson drawn

from this study is that PPPs are still a new phenomenon in most African countries and hence too early to make solid conclusions about them. The limitation of this study is that it is based on experiences with one type of PPPs, namely concessions. It does not cover experiences with other types of PPPs such as Build Own Operate (BOO), Build Operate Transfer (BOT), Build Own Operate Transfer (BOOT), Service Contracts and Management Contracts, among others.

Farlam (2005) conducted a study titled *Assessing Public Private Partnerships in Africa*. This research looked at eight case studies which included; toll road from South Africa to Mozambique, Maputo Port, Prison contracts in South Africa, competition in the Ugandan Telecommunications sector, water provision in the Dolphin coast/ Ilembe district municipality, Multi utility provision in Gabon, Graft taints power purchasing agreement in Tanzania and eco- tourism concessions in South Africa's Kruger national park. From these case studies, it was found that those partnerships that are most successful in Africa have been characterised by thorough planning, good communication, strong commitment from both parties and effective monitoring, regulation and enforcement by government. These case studies also suggested that Public-Private Partnerships are complex, demanding and time consuming but that under right conditions and in right sectors, they can offer significant benefits to government, the private sector and consumers. The study covered different PPPs in different sectors and in different parts of Africa making it more representative. It also clearly outlines attributes of the partnerships that have been most successful thereby offering guidance to others who wish to experience the same success. Another importance of this study is that apart from acknowledging the complexity, demanding and time consuming nature of PPPs, it gives an assurance that they are beneficial to all parties involved if applied under right conditions and in right sectors. Nonetheless, this study focused on big PPPs, ignoring the small partnerships that are just getting started.

2.3.3 Literature on developing countries outside Africa

Liu and Yamamoto (2009) did a study on *Public Private Partnerships (PPPs) in China: Present Conditions, Trends and Future Challenges*. A number of conclusions were drawn from this study. Firstly, with many public infrastructures and services in

demand to meet the needs of the people in parallel with Chinese economic development, the PPP model was deemed to be suitable to the then existing public service reform process for relaxing financial burden of the public sector. Therefore, this model was seen to offer good prospects which could facilitate the development of the public service provisions in China. However, the PPP scheme was merely seen as a new way of financing projects. The role of non-profit organisations as agents for service delivery remained weak in China. Apart from that, some local government departments had realized that the PPP model was very important and applicable to public infrastructure projects. For the purpose of promoting the PPP projects, many important steps had been taken to change the management framework from the top down to the bottom up. Governments were playing important roles, such as facilitator, enabler and purchaser, though the regulative and monitoring capabilities remained substantially weak. Another conclusion was that numerous problems remained with regard to applying the PPP model to China with respect to the policy environment (investment and financing system), the legal environment, governmental credibility, role changing of the government, capability-building and the prevention of corruption. From this study, it is learned that PPPs, regardless of whether they are in developing or advanced economies, still face challenges in one way or another. The main challenge relates to the conditions surrounding their implementation. The study by Liu and Yamamoto (2009) however, does not clearly state the achievements of the PPPs that have since been implemented.

Another research was conducted on *Public Private Partnerships in Health Care Services in India* by Raman and Bjorkman (2000). The research compiled 16 case studies that spanned diverse forms of PPPs in the health sector of nine states in India. The case studies represented a wide spectrum in terms of rural-urban mix, for-profit and not-for-profit partners, primary care versus speciality care services, clinical services to insurance schemes and laundry to telemedicine, among others. These case studies provided insights into the manner in which PPPs function in many parts of India. The findings revealed that there was no pattern to indicate whether the PPP as a policy option was guided by donor agencies or due to compulsions of resource constraints or due to competitive bureaucracy. However, PPPs seemed to have been prompted by visionary personalities from the bureaucracy and civil society. The analysis also suggested that states that experimented with partnership ideas before

formalising a policy seemed to be more successful compared to those that promulgated a formal policy without experimentation. Policy pronouncements by government alone were not sufficient for PPPs to succeed. Visionary leadership, social entrepreneurship and relationships based on trust between the stakeholders were equally important for successful partnerships. There was no uniform pattern to suggest which type of services were to be provided through partnership and what type of services should be off-limits to the private sector.

The analysis further suggested that some of the most successful partnerships had been with private non-profit organisations. Lack of success in partnerships was often due to insufficient consultations with facility-level managers. It was also found that wherever the partnership initiatives were made by the bureaucracy, the success seemed to be limited compared to partnerships initiated by the private sector. Additionally, revenue generated through user-fees was negligible so there was need to redesign the services towards more acceptable user-fees. Capacity of private partners and public sector officials towards managing the partnerships was yet to be fully developed. The lesson drawn from this study is that there is no one party to initiate PPPs. This entails that they can be initiated by either the public or private sector players. We also learn that Private sector partners are not restricted to the Profit making organisations but that PPPs can also exist between the public sector and non-profit making organisations. This study's concentration however, is that it only looked at the health sector hence the results may not really apply to other sectors, such as car park management.

2.4. Conclusion

In conclusion, the reviewed literature shows that governments face a number of challenges in managing the transport sector including car parks. The challenges include the lack of capacity in terms of financial, human resource and equipment, among others. In an attempt to address these challenges, the PPP model has been adopted. There are some benefits that are believed to result from PPPs. These include cost saving, risk sharing, enhancement of revenue and economic benefits, improved levels of service delivery and increased efficiency and effectiveness in the provision of services. Nevertheless, the literature shows that PPPs face risks which include

corruption, inflation, environmental considerations and lack of experience by the involved parties. The constraints that characterise PPPs are lack of appropriate legislation, poor coordination and communication, poor planning, lack of commitment and poor compliance by the parties. PPPs also face the absence of revenue sharing formulae, inconsistent application of evaluation tools, poor resourcing and poor monitoring. However, the major weakness of the literature is that it is not comprehensive regarding the link between PPP and management of car parks. This is the gap this research attempts to fill by focusing on the partnership between Lusaka City Council and Parkrite Zambia Limited in the management of car parks in the central business district of Lusaka city.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents the methodology that was adopted for this research. The chapter specifically looks at the type of research, the location of the research, the research approach, the research design, the sources of data, the sample size, the sampling methods, the data collection methods, the reliability of data, the validity of data, the data analysis techniques and the ethics that were applied when conducting the research. The chapter ends by presenting the limitations encountered by the researcher in conducting the research.

3.2. Type of Research

The type of research conducted was looked at from three angles. The first one was based on the purpose of the research. In this regard, this was an evaluation research. Evaluation research is one that is carried out to assess the effectiveness of social interventions hence determining their worth, merit or significance. Its purpose is to see whether a programme or activity is meeting or has met its objectives (Palton, 1996). Evaluation research was selected because it provides a mechanism to monitor, correct, revise or maintain an activity or programme. The purpose of this research, therefore was to measure the performance of PPP contracts in the management of car parks.

The second angle was based on the number of cases to be investigated. In this regard, the research was a case study of Lusaka city. A case study is an empirical inquiry that investigates a contemporary phenomenon within its real life context. In addition, a case study allows a lot of detail to be collected that would not normally be obtained by other types of research. Additionally, a case study narrows down a very broad field of research into one which is easily reachable and is considered useful when not much is known about a particular phenomenon. Finally, a case study is less costly in terms of time and finances (Yin, 1984; Shuttleworth, 2008).

The third angle was based on the time-frame within which the research was conducted. In this regard, it was a one-time research. This type of research involves the examination of a phenomenon at one point in time. This means that the observation is not made over an extended period (Barbie, 2007). A one-time research was ideal in this case because it is less costly and conforms to the time-frame within which this research was expected to be completed. The point in time that this research was conducted was between January 2018 and May 2018.

3.3. Location of the Research

This research was confined to Lusaka City. Lusaka was chosen because it is the capital city of Zambia and one of the fastest growing cities in Southern Africa. It is situated in Lusaka Province and houses the headquarters of all government Ministries and all diplomatic missions accredited to Zambia. This coupled with its central position has made Lusaka to be one of the most important economic hubs of Zambia. Economically, Lusaka has seen a lot of businesses established in the recent past including the many shopping malls that have sprung up in almost all corners of the city (Lusaka City Council, 2017). Lusaka is also the glittering capital which persuades people from the rural areas to migrate in search of jobs and dreams. This contributes to it being the highest populated district in Zambia and the projected population statistics of 2017 show a total of 2 426 898 people (Republic of Zambia, 2013). This entails that Lusaka city has the highest demand for public services including car parking. The other reason why Lusaka was selected is that due to its central location, it is the connector to the country's four main highways leading North, East, South and West of the country. This means that it experiences the highest traffic or is the busiest in terms of traffic. Lastly but not the least, Lusaka was chosen because it is the busiest and fastest growing city in Zambia, in terms of infrastructure which puts a strain on parking spaces as most open spaces are being used for permanent buildings. Politically, Lusaka is divided into seven Constituencies which include Kanyama, Chawama, Lusaka Central, Matero, Munali, Mandevu and Kabwata and these are further subdivided into 33 wards (Lusaka City Council, 2017). Figure 3.1 is a map of Lusaka city to give a clearer understanding of some issues highlighted about the city.

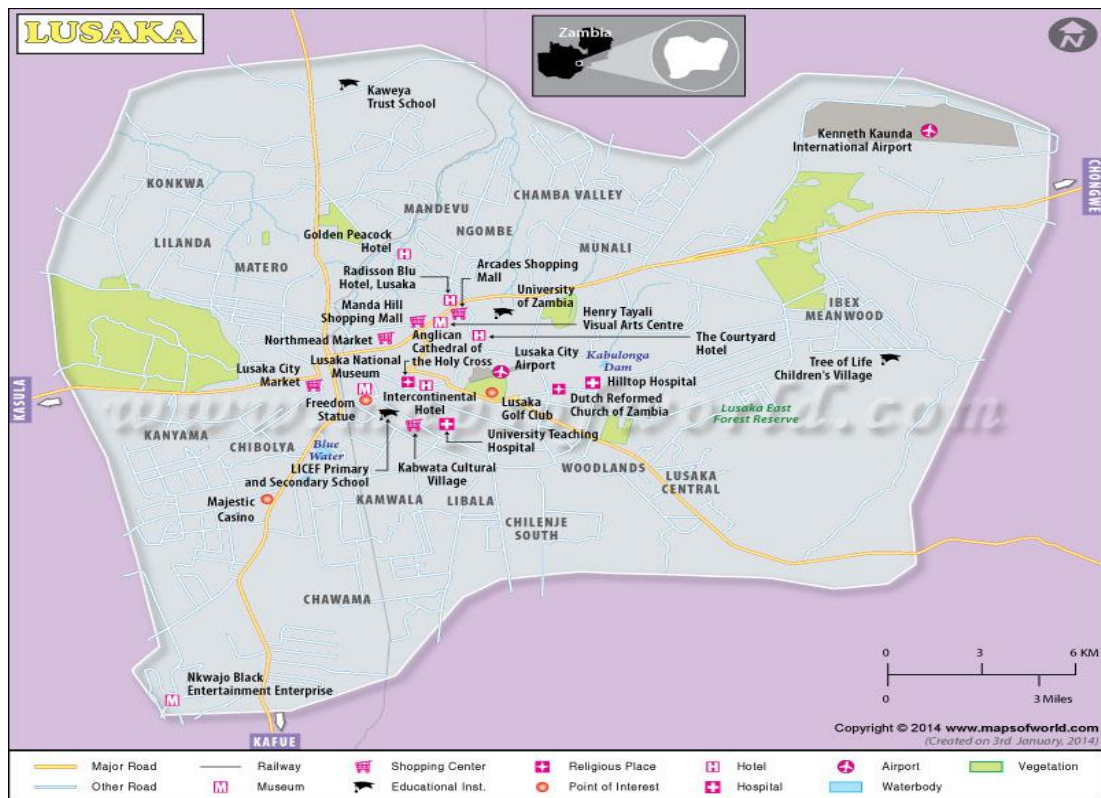


Figure 3.1: Map of Lusaka City

Source: Maps of World (2014).

3.4. Research Approach

This research will use the mixed methods approach. Mixed methods approach combines elements of qualitative and quantitative approaches in collecting and analysing data. On the one hand, qualitative approach focuses on the collection of qualitative data. It is concerned with understanding a phenomenon from the informant’s perspective and emphasises collection of in-depth information about the issue under investigation. On the other hand, quantitative approach focuses on the collection of quantitative data. It assumes a fixed and measurable reality and is concerned with issues that can be quantified or turned into statistics or numbers (McLeod, 2008). Mixed methods approach has been adopted in this research because it provides breadth and depth of information while offsetting the weaknesses attributed to using one approach by itself. The use of mixed methods approach in this research

will help to generate unique insights into the phenomenon under investigation that are not available from either type of approach alone.

3.5. Research Design

This research will adopt a non-experimental design. The use of this design means that the researcher will have little control over the conditions under which the research will be conducted. The researcher will interact with the research participants in their natural settings. This implies that the researcher will not have control over the variables under investigation. This is because of two reasons. First, there was no baseline study (i.e. a pre-test) that was conducted before the implementation of PPPs in car park management in Lusaka city. As such, it is difficult to effectively compare the situation before and after the implementation of the partnership. Second, there are no car parks that are managed by the local council within the Central Business District (CBD) of Lusaka city. As a result, it is not possible to compare the current experiences between car parks that are managed by the local council and those managed by PPPs within the CBD of Lusaka city.

3.6. Sources of Data

This research made use of both primary and secondary sources of data. Primary data is data which is undocumented and is collected for the first time by the researcher (Surbhi, 2016). In this research, primary data included both quantitative and qualitative data. On the one hand, qualitative data was collected from the key informants who are officials from the local authority, Lusaka City Council and officials from the private company engaged by Lusaka City Council to manage car parks (Parkrite). On the other hand, quantitative data was collected from the users of car parks (motorists).

Secondary data is data that has already been collected and reported by others (Surbhi, 2016). This data was collected through desk research from documents that relate to the research topic. The secondary sources of data included published and unpublished documents such as books, research reports, journal articles, periodicals, newspapers,

dissertations, theses and national documents, among others. These documents were accessed from libraries, individuals, organisations and the internet.

3.7. Sample Size

Sample size can be taken to mean “the number of items to be selected from the universe to constitute a sample” (Kothari, 2004: 10). The population from which the sample was selected comprised officials at Parkrite, Lusaka City Council management team, all the car park attendants and all car park users or motorists in who were using the car parks in the CBD of Lusaka at the time of data collection. In this research, data was collected from a total sample of 162 respondents and key informants. Of these, 12 were key informants and the remaining 150 were users of the car parks (motorists). Among the key informants, one was an official from Lusaka City Council, one was an official from the private company managing car parks on behalf of the local authority (Parkrite Zambia) and the remaining 10 were workers manning the car parks at the time of data collection also known as wardens.

3.8. Sampling Methods

Sampling is defined as a process of selecting a subset of the population of interest so as to make observations and statistical inferences about that population (Bhattacharjee, 2012). To arrive at the sample size, purposive sampling was used to select officials from Lusaka City Council and Parkrite Zambia. Key informants were purposively selected from the department in charge of car parking management from the Lusaka City Council. Similarly, a Parkrite official was purposively sampled from the top management at Parkrite. Purposive sampling is sampling that is based on the researchers judgement about characteristics of a representative sample. This type of sampling is based on what the researcher thinks is typically the population under investigation (Bless and Achola, 1988). Purposive sampling was adopted in this research because of its ability to enable the selection of respondents who were able to give in-depth information about the research topic.

Multi-stage sampling was used to select motorists and workers of the private company manning the car parks (wardens). Multi-stage sampling involves sampling in stages. This means that the researcher takes several steps in gathering the sample. In multistage sampling, the researcher first selects groups or clusters such as geographical clusters then selects a few of these using simple random or systematic sampling then from the selected clusters, selects smaller clusters and so on until it gets to the selection of the actual elements (Bhattacharjee, 2012). Multi-stage sampling was used because there was no complete list of car park users in Lusaka city.

In this research, multistage sampling combined simple random and convenient sampling methods. The first stage used simple random sampling to sample 10 of the 75 parking lots that were under the partnership in Lusaka city. All the 75 parking lots that were being managed by Parkrite in Lusaka city were allocated numbers and 10 of them were sampled by the use of the lottery method. Simple random sampling is a type of sampling where each member of the population under study has an equal chance of being selected and the probability of a member of the population being selected is not affected by the selection of other members of the population. This means each selection is independent of the next (Cohen, Manion and Morison, 2000). Simple random can either adopt the lottery method or the table of random numbers. When using the lottery method, each member of the population is assigned a unique number which are later put in a container and shuffled. The researcher who can be blindfolded or not then picks out numbers till he/she selects enough according to the required sample size. The tables of random numbers can be generated from a computer, a research book or internet and they contain randomly generated numbers which are not in a systematic order and can be read in any direction (vertically or horizontally) starting at any point. Simple random sampling was used so as to give all car parks an equal chance of being selected. At this stage, each warden manning a chosen car park will be sampled.

The second stage used convenient sampling to select the motorists from the selected car parks. Convenient sampling, also called, accidental or opportunity sampling, involves choosing the nearest subjects or elements of the population to serve as respondents and continuing that process until the required sample size has been obtained (Cohen, Manion and Morison, 2000). Motorists who were using the car parks

on the actual days of data collection automatically became part of the population from which the sample was conveniently drawn. Convenient sampling was used to select car park users because it was difficult or impossible to obtain a complete list of motorists who use the Central Business District (CBD) car parks in Lusaka city.

3.9. Data Collection Methods

Qualitative data was collected using semi structured interviews that were conducted with key informants while quantitative data was collected using a questionnaire that was administered to the motorists. A semi-structured interview is a data collection tool in which the researcher asks informants a series of predetermined but open-ended questions (Given, 2008). Semi-structured interviews were preferred because they enable one to get detailed information while having control over the topics of the interview than in unstructured interviews. Questionnaires are a method used to collect standardised data from large numbers of people. They are used to collect data in a statistical form. They were chosen for this research because they enable collection of quantifiable data from a large number of people within a short time.

Secondary data was collected through desk research from published and unpublished documents. This was done by reading and analysing documents on car park management and Public-Private Partnerships (PPPs). This method was adopted for this research because of its ability to provide insights about what had been written on the management of car park and PPPs.

3.10. Reliability of Data

Reliability refers to the extent to which a particular measuring procedure gives equivalent results over a number of repeated trials (Bless and Achola, 1988). This research used internal consistency to measure the reliability of data. Internal consistency is a measure of reliability that is used to evaluate the degree to which different test items that probe the same construct produce similar results (Phelan and Wren, 2006). To ensure consistency, this research asked logically related questions and the answers were checked for any contradictions.

3.11. Validity of Data

Validity refers to the extent to which empirical measures of a concept accurately represent the concept. Content validity was used to ensure validity of the data in this research. This involves the use of a research instrument which represents the full content of the subject under investigation (Bless and Achola, 1988). The research instruments were structured in a way that they covered all aspects of the phenomena under investigation. That is taking into consideration the components of PPPs which include partnership during construction, financing and managing of a project. Components of car park management included financing, staffing, maintenance and the security of parked cars.

3.12. Data Analysis Techniques

Data analysis is defined as a way of processing data so that what has been learnt can be disseminated to others. Generally, it involves the search for meaning (Hatch, 2002). This research adopted both qualitative and quantitative data analysis techniques. For quantitative data, a computer programme called the Statistical Package for Social Sciences (SPSS) was used. This programme helped to generate figures, tables and graphs for the various variables that were under analysis. Qualitative data was analysed using the content analysis method. This method relies on the content of written or spoken words or visual representation of individuals. The application of this method in this research was such that the issues brought out by the informants and respondents were examined in relation to the subject of investigation.

3.13. Research Ethics

Field and Morse (1992) define research ethics as moral principles that are adhered to in conducting a research. Ethical issues were considered when carrying out this research. Firstly, permission to collect data was sought from Lusaka City Council and Parkrite, the Private company managing car parks in Lusaka. Secondly, informed consent was employed where participants had to be agreeable to participate in the study, meaning that participation was voluntary. Besides, the participants were told

about the research and were allowed to ask questions about the research where they needed clarity. Furthermore, participants were assured of their rights to decline to answer questions which they felt uncomfortable with in the process of data collection. Confidentiality was also employed and participant's identities were kept anonymous.

3.14. Limitations of the Research

In the process of conducting this research, a number of limitations were encountered. These are as follows:

1. The researcher was unable to collect some information which was vital for this research. This includes the exact figures on the amount of money collected by Parkrite Zambia Limited from the car parks on a daily, weekly or monthly basis. This information was withheld by the key informant. Nonetheless, the researcher attempted to deal with this limitation and ensure reliability of the collected data by relying on information provided by the parking wardens. The parking wardens were asked to indicate their average daily and weekly collections. Based on this information, the researcher was able to make estimates of the amount of money collected from car parks by Parkrite Zambia on a daily, weekly and monthly basis.
2. It was not possible for the researcher to get a list of motorists using car parks on a particular day implying that sampling of motorists could only be done using non-probability methods. These methods are criticised because the sample is not considered representative hence making it difficult to generalise the findings to a larger population (Kalof, Dan, and Dietz, 2008). Although the generalisability of these findings is limited, the research has helped to shed light on experiences associated with PPPs in car park management in Zambian cities.
3. At the time of data collection, Lusaka had been hit by a cholera outbreak and a clean-up exercise had just been conducted in the City. This affected some responses especially on the cleanliness of car parks. If the research had been done prior to the cleaning exercise, the responses might have been different. Nevertheless, the researcher decided to proceed with the research in spite of

this situation because cleanliness of car parks is just one aspect of car park management. There are other aspects of car park management that were not affected by the clean-up of the city during the cholera outbreak such as surfacing, marking and size of the parking slots as well as security of parked cars. Therefore, the findings on these aspects of car park management are still reliable.

4. The Partnership between Lusaka City Council and Parkrite Zambia is still new, considering that it was signed for an initial 10 year period. The findings may differ if a similar research is done later on. For example, after five years. Although variations might occur with the findings of subsequent studies, these findings are still reliable because they provide information on experiences in the early stages of implementing PPP projects. These findings can also act as baseline information upon which future findings can be compared to see whether experiences with PPPs change at different points in time.

CHAPTER 4

PUBLIC-PRIVATE PARTNERSHIP IN CAR PARK MANAGEMENT AND FINANCIAL CHALLENGES FACED BY LOCAL COUNCILS

4.1. Introduction

The purpose of this chapter is to present and discuss findings relating to the first specific objective which reads: To examine the extent to which Public-Private Partnership in car park management relieves local councils of their financial challenges. In order to achieve its purpose, the chapter proceeds by first presenting the background characteristics of informants/respondents before discussing the type of PPP contract entered to manage car parks in Lusaka city. It will then look at the extent to which the partnership has helped to relieve local councils of their financial challenges. Finally, a conclusion will be given.

4.2. Background characteristics of informants/respondents

The informants/respondents were in two categories. These are key informants and motorists. Their background characteristics are presented below.

4.2.1. Key informants

The key informants were 12, comprising one Chief Accountant-Revenue from Lusaka City Council, one Operations Manager from Parkrite Zambia limited and 10 Parking Wardens. Of these 12 key informants, eight were males while four were females. This means that the sample of key informants was dominated by males.

4.2.2. Motorists

The sample of motorists was 150. The background characteristics of these motorists are presented in the tables 4.1, 4.2 and 4.3.

Table 4.1: Sex distribution of motorists

Sex	Frequency	Percent	Valid Percent	Cumulative Percent
Male	110	73.3	73.3	73.3
Female	40	26.7	26.7	100.0
Total	150	100.0	100.0	

Of the 150 motorists that were interviewed, 110 (73.3 percent) were males while the remaining 40 (26.7 percent) were females. This means that the sample of motorists was dominated by males. This information is shown in Table 4.1

Table 4.2: Age distribution of motorists

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18 - 30 years	44	29.3	29.3	29.3
31 - 45 years	70	46.7	46.7	76.0
46 - 60 years	28	18.7	18.7	94.7
61 and above	8	5.3	5.3	100.0
Total	150	100.0	100.0	

The ages of the motorists ranged from 18 to above 61 years. Most of the respondents were between 31 to 45 years representing 46.7 percent with the least age group being 61 and above which represented only 5.3 percent of the respondents. 29.3 percent of the respondents fell between 18 to 30 years of age while the remaining 18.7 percent were in the age range of 46 to 60 years. This indicates that the majority of the motorists

(70.7 percent) were above the age of 30 hence the sample being dominated by mature people. This is shown in Table 4.2.

Table 4.3: Level of Education of motorists

Level of Education	Frequency	Percent	Valid Percent	Cumulative Percent
Primary school level	3	2.0	2.0	2.0
Junior secondary school	15	10.0	10.0	12.0
Senior secondary school	48	32.0	32.0	44.0
Tertiary education	84	56.0	56.0	100.0
Total	150	100.0	100.0	

Table 4.3 shows that all the motorists who were engaged in the research had attained a certain level of formal education. In fact, majority of the respondents (56 percent) had attained tertiary education. The least educated category (those that had not gone beyond primary level) constituted only two percent of the respondents.

4.3 Type of Public-Private Partnership entered to Manage Car Parks in Lusaka City

In October 2016, a Memorandum of Agreement (M.O.A) was signed between Lusaka City Council (LCC) and Parkrite Zambia Limited to enter into a partnership to manage car parks in the city. The contract between the two parties involves management of both on-street and off-street car parking infrastructure in the Central Business District (CBD). In this contract, Parkrite Zambia manages the car parks on behalf of Lusaka City Council. The type of PPP contract entered is a Build Operate and Transfer (BOT) contract. It was agreed that from commencement, the contract was to run for an initial period of 10 years, subject to review and extension for another five years, after which all the parking management systems, including infrastructure would revert to Lusaka

City Council (Lusaka City Council, 2016). This type of contract shows that LCC and Parkrite entered an agency relationship, i.e. a relationship where one party is engaged to perform a service on behalf of another (Meckling and Jensen, 1976). Lusaka City Council entered a contract with Parkrite in line with the agency theory which argues that agency relationships involve delegating some decision making authority from the principal to the agent (Meckling and Jensen, 1976).

The main reason LCC engaged a private company to manage its car parks was to furnish the parking infrastructure in the city CBD and make value for money (Lusaka City Council, 2016). Furthermore, the Chief Accountant- Revenue at LCC said that the Council wanted to attain efficiency and effectiveness while realising the much needed income. To him, the idea was to make more money than they previously did. Additionally, he indicated that LCC also wanted to increase the capacity to ensure that all the motorists are covered within the CBD.

We had [also] discovered that our human resource kept on diminishing and certain streets were unmanned. This is the reason why we decided [that] maybe let the private company be engaged so that there is some sort of efficiency and effectiveness, then Council could be getting a certain share (Chief Accountant-Revenue, LCC).

This finding shows that principals in agency relationships have interests to promote. Like Lusaka City Council, Parkrite Zambia had its own reasons to partner with the local council in the management of car parks. The Operations Manager at Parkrite indicated that they entered the partnership because they wanted to achieve smart cities by 2030. He mentioned that:

We want to make [Lusaka] a smart city in that we are going to use modern technological advances to collect parking fees . . . The major problem is that there is a shortage of parking space and everyone can attest to this. The shortage of parking space leads to congestion in town. This also leads to less pedestrians coming into town because no one wants to come into town because of the congestion. So our role first of all is to decongest town by providing and maintaining parking spaces (Operations Manager, Parkrite).

According to the Parkrite website, the Parking Management overview for Parkrite states:

The Parkrite parking system allows cities to improve parking services, optimize operations, cut costs, increase compliance by better parking enforcement, reduction of traffic congestion and pollution and at the same time providing a better service to the drivers and city's residents (Parkrite Zambia, 2016).

This finding shows that Parkrite does not only want to decongest the city in terms of cars but also to use car parks as a source of revenue. The Parkrite Operations Manager further mentioned that the company would soon roll out its technology where one will be required to download an application called Parkrite mobile from Google play store on their Android devices. This application is meant to be topped up with parking time and a client will be expected to log in after parking. He said:

Ok so when you park, what happens is you go on your application, log on your number plate of course . . . then you determine how much you are going to spend parking. So if you say ok am going to park here for one hour, it's going to tell you [that] if you are parking for one hour, you are going to spend Zambian Kwacha [ZMW] 10 or 5 . . . That information is going to come to our IT [Information Technology] room . . . [and] your car will be registered that ABH belonging to Miss Mathotho Rachel has parked at Cairo chemist for one hour (Operations Manager Parkrite).¹

He further explained that the parking wardens will be equipped with similar Android devices or smart phones and their job will be to check which car is logged on and which one is not. All activated cars will pop up on their devices while those who do not have the application will pay cash. He clarified that the roll out is going to be gradual. This means that Parkrite will run the cash and cashless systems parallel. Eventually, they will go cashless to reduce cases of theft and corruption. He further indicated that all cars that are not logged on will be reported to the office electronically and an enforcement team will immediately be dispatched to clamp the vehicles and the

¹ \$1= ZMW10 (fnbzambia, 2018)

drivers will be given a fine for either illegal or unpaid parking (Operations Manager, Parkrite). The Parkrite key informant further indicated that:

In this case if it is illegal parking, we will give you seven days to pay for that charge. Now we are currently engaging RTSA [Road Traffic and Safety Agency] where we link our system with the department of motor vehicles. [If] you don't pay [and] you go there to renew your licence, you [will] find that you've got a bill of unpaid parking. So if we do this for the next six months, eventually people are going to get in tune that if I don't pay for parking, am going to be in trouble in one way or another (Operations Manager, Parkrite).

The Operations Manager at Parkrite added that Zambians will learn to budget for parking just like they budget for rentals and other things and that will help control the inflow of motor vehicles into town, hence reducing the congestion. This finding shows that the each of the entities in this partnership have their own reasons for being in the partnership and this confirms the argument of the agency theory as argued by Boshkoska, 2015 that both parties in a partnership are utility maximisers. This means that each party is more concerned with promoting its own interests.

In the PPP contract, Lusaka City Council has got its obligations and so does Parkrite. The obligations of Lusaka City Council (principal) are to provide the space or premises within which Parkrite operates. It is also responsible for maintaining the premises in terms of cleaning and maintenance of drainage systems (Chief Accountant- Revenue, LCC). On the other hand, the obligations of Parkrite Zambia (agent) are firstly to collect and enforce all parking fees for both on-street and off-street parking spaces owned by Lusaka City Council in the CBD. Of the collected revenue, the private company is expected to remit 40 percent of the parking profit as revenue proceeds to Lusaka City Council on the 10th day of the next month. Parkrite is also responsible for recommending all parking procedures and tariffs to the Council in accordance with the city by- laws (Lusaka City Council, 2016). When asked what its obligations in the partnership are, the Operations Manager at Parkrite indicated that besides collection of revenue, Parkrite also enforces and maintains the existing infrastructure and develops them to a state where full automation is achieved. This finding reveals that LCC has an agency problem to solve i.e. to make sure that Parkrite acts on behalf of

the council. To solve this problem, the council gives Parkrite some incentives. The incentives are in monetary terms. In this contract, Parkrite is allowed to retain 60 percent of the parking profits (Lusaka City Council, 2016). This finding agrees with Besley and Ghatak (2014) who argue that incentives or performance- based pay or bonuses are widely used across the world to deal with agency problems.

4.4. Public-Private Partnership in Car Park Management in relieving Lusaka City Council of financial challenges

Public-Private Partnership in car park management has both positive and negative consequences regarding generation and sharing of revenue between the parties to the contract. These consequences are discussed below.

4.4.1. Public-Private Partnership's ability to generate revenue

Getting the actual figures in terms of how much Parkrite collects from the car parks proved difficult for the researcher. When asked about how much Parkrite collects per month, the Operations Manager refused to disclose anything and referred the researcher to the Local Council. He said he was not at liberty to discuss finances and that it was the Council's prerogative to disclose that information. LCC was equally asked about the monthly collections by Parkrite but the Chief Accountant- Revenue expressed ignorance on how much Parkrite was collecting from car parks. He was however aware of how much the Council was receiving per month. He mentioned that "So far we have been receiving cheques in the amount of ZMW25, 000. The range is about ZMW25, 000 and these are monthly appropriations that come to us" (Chief Accountant- Revenue, LCC). However estimates of how much Parkrite collects could be generated from the various pieces of data collected from the wardens. The estimated monthly figure is based on the revenue collected directly by the wardens and hence does not include all the other charges that are collected from defaulters and offenders in terms of fines which are paid directly at the Parkrite office. It also does not include monies that are generated from those parks that are paid for in advance or reserved by the clients. To obtain information about the estimates, each warden was asked to

indicate the average amount of money he/she collects per day. From the 10 wardens interviewed, it was revealed that the average amount of money collected ranges from ZMW130 to ZMW230 per warden per day. At this stage, it is important to mention that each warden is required to collect ZMW200 every day for them to qualify for fixed pay at the end of the month. Figure 4.1 shows the average amount of money collected by the wardens per day.

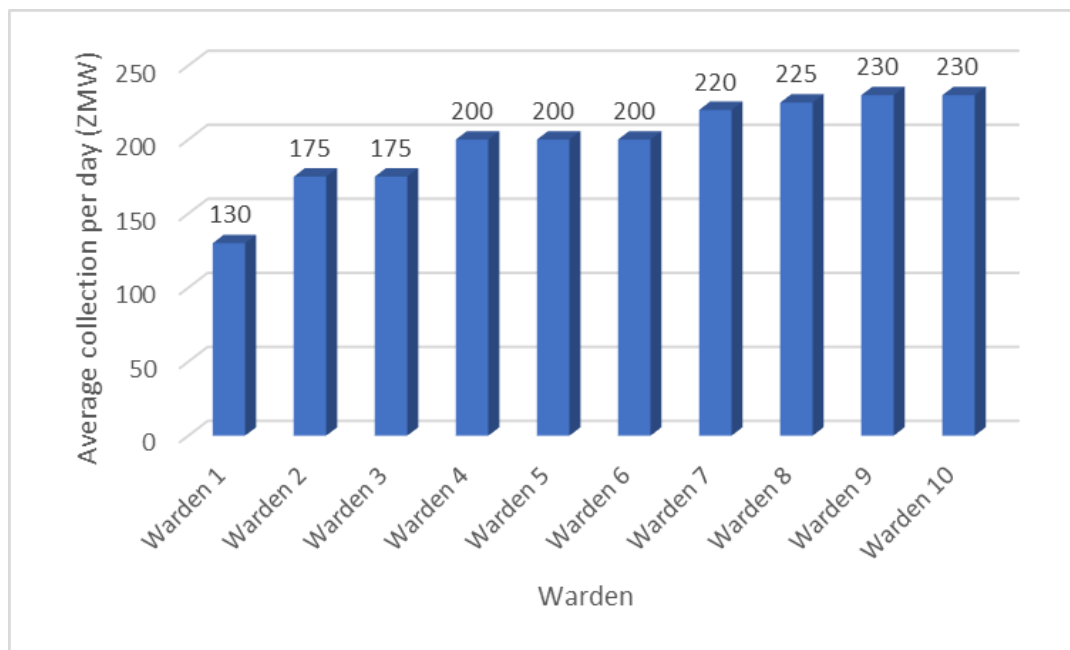


Figure 4.1. Average amount collected by each warden per day

From the responses, the daily collections by wardens vary, depending on location. Apparently, wardens are not stationed at one location. There is a rotation that is done every fortnight. Less busy locations fetch as low as ZMW130, while busy locations fetch as much as ZMW230. The average collection as calculated by the researcher based on the data from the 10 wardens is ZMW198.50 per warden per day. This amount was arrived at after adding the 10 average collections and dividing the answer by the 10 wardens.

This means that each warden collects an average of ZMW198.50 per day. This amount is very close to the target they are given of ZMW200 per day, as indicated by one of the wardens who said: “We have been told to collect 200 everyday”.

Parkrite wardens operate for six days in a week. This means that the average weekly collection for each warden is ZMW1, 191. Since each month has an average of four weeks, it means that the average monthly collection per warden is ZMW4, 764. At the time of data collection, Parkrite was managing three zones namely Zone A (covering Cairo road and part of Chachacha road), Zone B (Covering the remaining part of Chachacha road and the whole lot of freedom way) and Zone C (Covering the Kamwala area). Zone A car parks included the three off-street car parks along Cairo road which are at Findeco, Shoprite and Natsave. The rest of the car parks in Zone A, B and C are on-street car parks. Zone A had 28 wardens, Zone B had 34 wardens and Zone C had 13 wardens. This implies that Parkrite had a total of 75 wardens on the ground. It is important to note that some reserved car parks are not manned by Parkrite wardens but by personnel employed by specific firms that have reserved slots such as banks and this translates into a saving by Parkrite that collects revenue from such car parks but does not employ people (wardens) to work in those reserved car parks. If each warden in the non-reserved car parks collects an average of ZMW4, 764 per month, the total monthly revenue collections should be around ZMW357, 300. At this stage, it is important to note that this amount does not include what Parkrite gets from those who pay directly at the office and the penalty charges of ZMW450 per offender which are not collected directly by the wardens. It is also important to note that some clients buy parking space or pay for parking in advance, say for a month. All these payments are not included in our estimated amount as they not paid to the wardens. In reality, the money that is collected is way higher than ZMW357, 300 per month. This finding shows that PPP in car park management has the ability to generate revenue for the parties to the contract.

The collected money from parking services goes into the coffers of Parkrite Zambia Limited and is expected to be shared between the two parties as per the contract agreement. The ratios, according to the contract agreement, are 2: 3 or 40 percent to 60 percent for LCC and Parkrite respectively. This means that the partnership is supposed to be of benefit financially to both Parkrite and Lusaka City Council. It is important to note that the car parks in the Lusaka CBD have the potential to make more money for the parties involved than what is currently being made. From the collected data, it was observed that some money that is paid by motorists is not receipted and hence not declared by the wardens to Parkrite. From the 150 motorists who were

interviewed, 142 of them (94.7 percent) confirmed that they always pay for parking services. This shows a high compliance rate by the motorists. 73.3 percent of the 142 motorists who always pay confirmed that they always get receipts while 20 percent said that sometimes they do not get receipts. Only 6.7 percent indicated that they do not get receipts at all when they pay for the service. This implies that 73.3 percent of the transactions are receipted while 26.7 percent are not or rarely get receipted. These data are presented in Table 4.1.

Table 4.4. Receipted parking fee payments

Motorist gets receipt after paying parking fee	Frequency	Percent	Cumulative Percent
Yes	110	73.3	73.3
No	10	6.7	80.0
Sometimes	30	20.0	100.0
Total	150	100.0	

The reasons for motorists not accessing receipts are two folds. Firstly, some motorists are too much in a hurry to wait for the receipts. Secondly, other motorists engage the street boys (commonly known as call boys) who do not issue receipts. If all these transactions could be receipted, the revenue collected would increase resulting in an increased financial benefit for the parties to the partnership.

4.4.2. Sharing of Revenue between the public and private sector partners

According to the partnership contract between Lusaka City Council and Parkrite Zambia Limited, Parkrite has an obligation of collecting revenue from the car parks, of which 40 percent of the profits are to be remitted to Lusaka City Council on a monthly basis. Parkrite is supposed to retain 60 percent of the profits. This means that

from all the revenues collected from car parks, Parkrite is supposed to remove all its costs and the balance which translates into profits is the one to be shared between the two partners using the agreed ratio. The researcher took interest to understand if the amounts being remitted to the council are in line with the contract agreement. As earlier indicated, the Operations Manager at Parkrite refused to comment on the finances stating that it was the Council's prerogative to disclose that information. This made it impossible for the researcher to get the exact figure in terms of profits. The question as to whether the amounts remitted to LCC are in line with the contract was hence taken to the informant at LCC. The Chief Accountant- Revenue at LCC stated that he was convinced that the amounts being given to the Council were not according to the agreement. To him, Parkrite has increased its human resource and has presence almost everywhere. He added that the private company had introduced gadgets that were used to enhance revenue collection from motorists and hence believed that the revenue from car parks had increased. He added that:

Essentially, we expected their incomes to go up. If on average when the council was running car parks they were collecting let's say ZMW250, 000 per month. Now if you talk of 40 percent of ZMW250, 000, it's more than [that]. So I really wouldn't say this is a correct reflection of what is actually being obtained . . . We are just receiving cheques without any supporting documents to show us to say no this is their profit figures and this is the way they have done calculations. So this can only be verified by an independent person or an auditor can check through their accounts to determine if this is the actual position. So I don't think this could be a true reflection (Chief Accountant- Revenue, LCC)

This finding shows that there is an element of untruthfulness on the part of the private company regarding the sharing of the revenue generated from the car parks. This is in agreement with the findings of the Auditor General's report on the Review of Operations of Local Authorities for the financial years ended 31st December 2014, 2015 and 2016. The report revealed that although, Parkrite Zambia Ltd remitted a total amount of ZMW25,000 to the Council in November 2016, it was not possible to

determine whether the amount remitted represented the 40% of the profit as the audited financial statements for Parkrite were not provided for review (Auditor General, 2018).

In this partnership, LCC is the principal while Parkrite is the agent. As the principal, LCC is seemingly not in control of what the agent, Parkrite is doing. This implies that there is a failure on the part of the principal to resolve the agency problem. The indication is that Parkrite is responsible for determining how much they remit to the council and the local council is just at the receiving end. The earlier calculation indicates an estimated collection of ZMW357, 300 per month. This means that the average amount of ZMW25, 000 that the council gets per month is equivalent to about seven percent of the average total amount that Parkrite collects per month. If all other revenues received directly at the Parkrite office are included in the calculation, ZMW25, 000 will translate to a figure less than seven percent of the collected revenue. However, the contract between the two parties mentions 40 percent of the profit to be given to the council while 60 percent of the same profit should be retained by the private company. Since the researcher could not be given the exact amount of money collected by Parkrite, it is difficult to know the costs that the company incurs in the process of managing the car parks and the profit it makes. Looking at the lack of transparency on the part of Parkrite, it can be argued that the use of incentives is not enough to solve the agency problem. According to Meckling and Jensen (1976), both the principal and agent are utility maximisers. As such, the agent will not always act in the best interest of the principal. To solve the agency problem, Stevens (1993) suggests frequent monitoring and reporting as well as conducting institutional checks as some of the methods to adopt. He however highlights that these methods will be costly for the principal. Meckling and Jensen (1976) add to the suggested solutions by saying that the principal can limit the agent's divergences from his interest by establishing appropriate incentives for the agent and incurring monitoring costs. Meckling and Jensen (1976) argue that in some cases, principals can pay the agent to expend resources to guarantee that he will not take certain actions which would harm the principal or to ensure that the principal will be compensated if he does take such actions. Nonetheless, LCC has not adopted the method of monitoring to solve the agency problem as it relates to its partnership with Parkrite.

From the interview with the Chief Accountant- Revenue at LCC, it was revealed that there is no proper monitoring mechanism put in place by the Local Council to ensure that the agent is operating within the contract especially on the sharing mechanism of their profits. When asked about how the Council ensures that Parkrite declares all its revenue, the Chief Accountant- Revenue expressed ignorance. He said that;

Not as far as I can remember but maybe my colleagues will be able to share more light on this because what I know is that for us to ensure that all revenues are declared, first and foremost we need to be availed the records. We need to know their daily collections and these figures must be verified by an auditor. The only way we can ensure that these things are actually a correct reflection is for us, on a daily or weekly basis, have copies of whatever income we are receiving. Since we are in a partnership, there is no harm for the other party to know what is going on because it's not theirs entirely. Of course they are the major shareholder in terms of the partnership but as a minority shareholder we are also supposed to know what goes on. All we needed to put in place is a mechanism which is able to know how much income is collected (Chief Accountant- Revenue, LCC).

This finding indicates inadequacy on the part of Lusaka City Council to solve the agency problem as highlighted in the agency theory. As indicated earlier, both the public and private partners in any partnership are motivated by self- interests. In such a partnership, the private company (agent) if not monitored, is likely to put its interests before the interests of the Principal which will in turn compromise with the achievement of the partnership objectives.

4.4.3 Public-Private Partnerships' ability to relieve the Local council from financial challenges

Before the partnership was effected, Lusaka City Council managed its own car parks in the city CBD. The parking rate per hour was pegged at ZMW2 at the time which would bring in an estimated average collection of ZMW250, 000 per month. After entering a partnership with Parkrite, the charge increased to ZMW5 per hour. This means that the money collected from the car parks had increased by 150 percent.

Nevertheless, the Chief Accountant- Revenue at LCC indicated that their revenue from car parks had reduced. As mentioned earlier, the council is given about ZMW25, 000 per month by Parkrite yet when the council was managing the car parks on its own, it was collecting around ZMW250, 000 per month. This means that the council has lost 90 percent of what it used to collect from car parks. The Chief Accountant- Revenue at LCC attributed this reduction to the lack of monitoring of Parkrite activities by LCC. He mentioned that;

For me the reduction is because of lack of a mechanism in terms of monitoring how much is collected. There could be an element of concealing on the part on our partners. Ideally, the revenue is supposed to have increased due to the innovative measures that they have brought but if we are able to get an average of ZMW25, 000 then I think it's not benefiting us in terms of the revenue aspect (Chief Accountant-Revenue, LCC)

The Chief Accountant- Revenue at LCC further indicated that the Council being the owner of the premises where Parkrite is operating, still plays a role in terms of cleaning and drainage maintenance. This implies that the local council still incurs a cost on the car parks where they are receiving only ZMW25, 000 per month. His reason for the reduction in revenue is linked to the failure by the principal to solve the agency problem. From this data, the partnership is not giving the required financial relief to the Council. From the contract, the council wanted to achieve value for money but the findings show otherwise. This failure by the local council to secure financial benefits from the partnership is due to poor control and regulation of the private company. This finding agrees with Liu and Yamamoto (2009) who acknowledge that partnerships regardless of whether they are in developing or advanced economies still face challenges in one way or another. The main challenge relates to the conditions surrounding their implementation. According to Farlam (2005), partnerships that are most successful in Africa have been characterised by thorough planning, good communication, strong commitment from both parties and effective monitoring, regulation and enforcement by the government. To him, Public-Private Partnerships are complex, demanding and time consuming but that under right

conditions and in right sectors, they can offer significant benefits to government, the private sector and consumers.

4.5. Conclusion

In conclusion, the findings show that the PPP in car park management has to a greater extent failed to relieve the local council of its financial challenges. This is because the finances being received from car parks by the public entity are reported to be less than was being received from the same car parks before the partnership.

The partnership was meant to boost the revenue for the local authority. A larger percentage of the motorists confirmed that they pay for the service and of those, the majority confirmed that they always get receipts when they pay. This shows a high compliance rate by motorists. It was established in this research however that what the local authority receives is a very small percentage of what is collected by the private company. It hence can be argued that the council is not benefiting financially from the partnership. The findings indicated a big loss in terms of revenue for the local council when compared to what they used to collect before the partnership. The loss in terms of revenue can be attributed to lack of proper monitoring mechanisms by the Council. Basically, the findings show that the Principal (LCC) has not put mechanisms in place to monitor the activities of Parkrite as a way of solving the agency problem. This presents an opportunity for the private company to act in a way that puts its interests first and that compromises the issue of the partnership benefiting both parties. As a summary, the amount of revenue collected from the car parks is expected to have gone up compared to before the partnership because of the hike in the parking fees, the introduction of new technological devices in the management of car parks as well as opening up of new car parks which were previously occupied by street vendors. However, what is being received by LCC from the partnership when compared to before the partnership indicates that the partnership has to a larger extent not benefited the local authority financially and hence not resolving their financial challenges.

Generally what can be deduced from this chapter is that the contract has failed to benefit Lusaka City Council financially. Lusaka city council is seemingly not as

involved as they are expected to be in the partnership and what comes out is that the running of partnerships is entirely in the hands of Parkrite. Any partnership however is expected to have the agent act on behalf of the principal and the principal to monitor and regulate the actions of the agent. If the principal does not play its role, then the agency problem will remain unresolved and the objectives of the partnership may not be achieved in full. The next chapter assesses the extent to which Public-Private Partnership (PPP) in car park management addresses human resource challenges faced by local councils.

CHAPTER 5

PUBLIC-PRIVATE PARTNERSHIP IN CAR PARK MANAGEMENT AND HUMAN RESOURCE CHALLENGES FACED BY LOCAL COUNCILS

5.1. Introduction

The purpose of this chapter is to present and discuss findings relating to the second specific objective which reads: To examine the extent to which Public-Private Partnership in car park management relieves local councils of their human resource challenges. In order to achieve its purpose, the chapter proceeds by first analysing the extent to which the partnership has helped to provide a relief to Lusaka City Council in terms of their human resource challenges. It then looks at the Public-Private Partnership's ability to improve terms and conditions of employment for car park attendants. Finally, a conclusion will be given.

5.2. Public-Private Partnership in Car Park Management in relieving Lusaka City Council of Human Resource challenges

Lusaka City Council previously managed the car parks by itself and had the responsibility of managing the human resource in charge of manning the car parks. The recruitment, supervision and paying of these employees were entirely the responsibilities of the council. This section will focus on the extent to which the existing PPP in car park management has relieved the local council from human resource related challenges.

5.2.1. Public- Private Partnership's ability to relieve the Local Council of Human Resource challenges

The LCC Chief Accountant- Revenue indicated that the partnership has benefited the Local Authority in relation to human resources. He mentioned that LCC no longer worries about the human resource functions associated with car parks such as

recruiting, remuneration, training and grievances. All informants including the wardens confirmed that they are employed by Parkrite Zambia implying that all human resource function relating to car parking management are executed by Parkrite. The key informant from the Council stated that it was a cost saving measure for the Local Authority as the wage bill had reduced. He indicated that:

Previously we used to pay those people from our council coffers but the human resource that has been attached to Parkrite is being taken care of by Parkrite . . . On our part it's a cost saving measure in the sense that we do not have a wage bill that we are supposed to cover . . . in terms of operational costs and staff welfare costs and salaries (Chief Accountant-Revenue, LCC).

The above finding shows that Human Resource challenges have been resolved to a greater extent by the partnership and Lusaka City Council has not only been relieved of the many pressures involved in handling human resource issues but they have also saved on their wage bill. This finding is in line with the report by the Republic of Australia (2009) which argues that PPPs are implemented to develop solutions to modern workforce challenges like those posed by skill and labour shortages. Examples of PPPs addressing skill and labour shortages have been identified in the Asian-Pacific Economic Corporation (APEC) member economies (Republic of Australia, 2009). This means that PPPs are not only a solution to Human Resource challenges in the developing world but also in developed economies.

5.2.2. Public- Private Partnership's ability to improve terms and conditions of employment for car park attendants

The researcher took interest to understand the terms and conditions of employment for the car park attendants (wardens). The Operations Manager at Parkrite mentioned that the wardens are full time employees of Parkrite engaged on one year renewable contracts and are fully compliant with the National Pension Scheme Authority (NAPSA) and Zambia Revenue Authority (ZRA) contributions. According to National Pension Scheme Authority (2017), the monthly contribution rate is pegged at 10 percent of a worker's gross monthly earnings subject to the prevailing contribution

ceiling in the calendar year in which the worker earned the income. The employer is however, mandated to deduct only half of the worker's monthly payable contribution from the employee's earnings and then add an equal portion. For ZRA Pay As You Earn (PAYE) contributions, tax brackets are used to calculate monthly contributions based on the basic earning. Those with a gross earning of ZMW3, 300 and below are however exempted from contributing (Zambia Revenue Authority, 2018).

Of the 10 wardens interviewed, two had worked for the council for some years before being taken on by Parkrite and the information they gave indicates that under the Council, their contracts were renewable every three months. This means they had shorter contracts than they currently have implying that the tenure of employment for car park attendants (wardens) has since improved under the partnership.

Pertaining remunerations, the Parkrite Operations Manager confirmed that the employees were on a fixed pay. He however indicated that the fixed pay was only attainable after meeting a certain target.

They are on a fixed salary. The first thing to note is the kind of work they do [where] they have targets. So they are given targets to meet and if they meet the target, they are given X amount of money. If they exceed the target, they are given X amount of money plus a bonus. If they go below the target, there is a certain formula which is used according to the amount of revenue that they have brought in. But they are on a fixed pay if they meet certain conditions in the execution of their duties (Operations manager, Parkrite).

This explanation justified why the wardens gave different answers when asked how much they are paid. Eight of them indicated that they are paid ZMW1, 000 per month while two indicated that their pay varies from month to month. They said that their pay depends on how one works in a particular month. Of the two, one specified that they are given one week to raise their own pay which accounts as their salary in that particular month. These are the people who do not meet the target amount of 200 per day and an estimation of around ZMW700 was given as being their salary (based on what they would collect in a week). This finding shows that Parkrite has a fixed pay only for those who meet the target but a fluctuation pay for those who exceed and those

who do not meet the target. It is clear that there are bonuses given to good performers and punishment imposed on underperformers.

The information gathered from wardens who were former council employees indicated that under the council, their pay was commission-based. That is to say it was calculated based on how much revenue one had collected in a given month. This meant that their salaries fluctuated depending on the amount collected per month which was also influenced by the particular location a warden was operating from in that particular month. Particularly, LCC was paying the wardens 30 percent of the collected amount in a particular month and some wardens would even walk away with a gross pay of as low as ZMW700 or as much as ZMW3000. The wardens further indicated that LCC was a better employer than the private company firstly because of consistency in their conditions of service and secondly, because they used to pay based on the effort one would put in unlike being on a fixed pay where those who perform below, or above average are paid the same amount.

Generally, the findings show an improvement in the conditions of employment for wardens under the partnership than before when they were employed by the local council especially on the tenure of employment. Apart from being guaranteed of employment for one year, employees are assured of a fixed income every month. On remuneration however, the findings do not show an outright improvement or otherwise because before the partnership, the earnings varied from warden to warden and from month to month. This finding is similar to the experiences in other African countries. A study was conducted in South Africa by the Development Bank of South Africa (2013) where Queenstown municipality signed a 25 year concession agreement in 1992 for the provision of water and sanitation services. The result was that all 45 previous municipal employees were taken on by the concession company and there were minimal labour disruptions. In fact, their conditions of employment were more superior to those of other municipal employees. Concession also led to the creation of more job opportunities. However, this finding is different from the experiences in the developed world. A report by the Development Bank of Southern Africa (2013) indicates that 70,000 jobs were lost in the United Kingdom (UK) as a result of contracting out and competitive tendering. PPPs in the UK were also considered to lead to a decrease in the number of permanent workers and an increase in the number

of temporal, part time and home based workers. The reason for all this was that UK had already achieved almost 100 percent coverage and could not take advantage of job creation through service extension. According to the Development Bank of Southern Africa (2013), PPPs in mature economies are less likely to create jobs as compared to those in developing economies because developing economies have a rapid population growth rate leading to an increase in the demand for services and infrastructure. This results in more recruitment in the long term to keep up with the demand.

5.3. Conclusion

In conclusion, the findings show that the PPP in car park management has to a greater extent given a relief to local councils as regards human resource challenges. This is attributed to the fact that all human resources involved in the management of car parks are fully a responsibility of the private company giving the local council a relief in terms of the wage burden as well as other human resource related functions.

The findings indicated that all employees involved in car park management are employed, supervised and remunerated by the private company. This has given a relief to the Local Authority who no longer have to recruit, supervise and pay the car park attendants. Another cited benefit is the reduced wage bill for the local council as they no longer pay the workers from their coffers. On the conditions of employment, there is an improvement especially on the tenure of employment as wardens are engaged on a longer term by the private company than they were before the partnership. Whether the conditions of service have improved as regard remuneration however is dependent on individuals as monthly earnings were previously commission based and hence not fixed and some wardens would earn less and others more than the current pay. As a summary the findings indicate that the PPP has to a greater extent resolved the human resource challenges of the partnership.

Generally what can be deduced from this chapter is that the contract has benefitted Lusaka City Council in terms of addressing human resource challenges as it has not only taken away the pressures that come with handling human resource matters but also reduced the wage bill. The next chapter assesses the extent to which PPP ensures good quality car parking services.

CHAPTER 6

PUBLIC-PRIVATE PARTNERSHIP IN ENSURING GOOD QUALITY CAR PARKING SERVICES.

6.1. Introduction

The previous chapter has revealed that the PPP in car park management has to a greater extent provided a relief to local councils as regards their human resource challenges. This is attributed to the fact that all human resources involved in the management of car parks are fully a responsibility of the private company giving the local council a relief in terms of the wage burden as well as other human resource related functions.

The purpose of this chapter is to present and discuss findings relating to the third specific objective which reads: To assess the extent to which Public-Private Partnership ensures good quality car parking services. To achieve this purpose, the chapter will start by looking at the levels of satisfaction with car parking services in Lusaka City. It will then proceed to look at the challenges faced in managing car parks in Lusaka City. Finally, a conclusion of the chapter will be given.

6.2. Levels of satisfaction with car parking services in Lusaka City.

The car parking services covered in this chapter are surfacing of car parks, marking of parking slots, size of car parking slots, cleanliness of car parks and security of cars.

The levels of satisfaction with these services are shown in Figure 6.1.

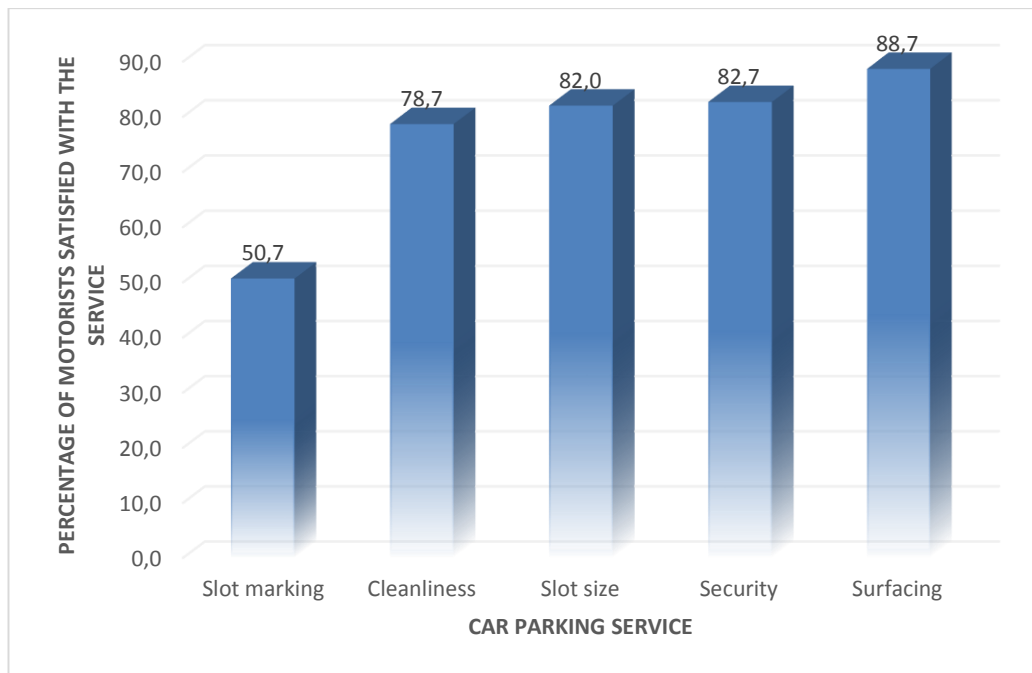


Figure 6.1: Levels of satisfaction with car parking services.

In analysing individual attributes of the quality of service, 88.7 percent of respondents were satisfied with the surfacing of car parks. 82.7 percent were happy with the levels of security and confirmed not having experienced any damage to their parked cars, 82 percent accepted that the slots were large enough for their cars, 78.7 percent said car parks are clean and 50.7 percent said the slots are well marked. Generally, all the services scored above 50 percent implying that people are satisfied with the way the car parks are being managed. The service with the highest level of satisfaction is surfacing implying that most of the car parks in town are well surfaced. Marking of slots had the lowest level of satisfaction with 49.3 percent of respondents expressing dissatisfaction with how the car parks are marked. These findings show that even though majority of respondents were satisfied with the various there is a reasonable percentage with is dissatisfied.

Apart from looking at individual services, motorists were asked if they were generally satisfied or not with the car parking services. Table 6.4 shows the levels of satisfaction based on the sex of the motorists.

Table 6.4: Level of satisfaction with car parking services by gender

Sex	Satisfied with quality of service		Total
	Yes	No	
Male	69	41	110
Female	33	7	40
Total	102	48	150

Table 6.4 indicates that the majority of the motorists (102 out of 150) representing 68 percent are satisfied with the quality of car parking services they are receiving. This finding is similar to what Ng'andu (2002) found about PPPs in water provision in Nkana West, Kitwe in Zambia. His study revealed that 78 percent of the recipients of the service under PPP in water provision were happy with the service. This finding is also similar to the experiences in other African countries. A study conducted in Ghana by Ellimah (2014) found that a higher percentage of car park users in his study were impressed with the service they were receiving from the car park management partnership between Kumasi Metropolitan Assembly and Goldstreet. In terms of gender, Table 6.4 reveals that 69 males representing 62.7 percent of males were satisfied with the service while the remaining 41 representing 37.2 percent of males expressed dissatisfaction. For the females, 33 of them or 82.5 percent were satisfied with the quality of service against 7 representing 17.5 percent who were not satisfied. This entails that females were more satisfied with the quality of car parking services being provided than the males. The table below analyses the levels of satisfaction in relation to age;

Table 6.5: Level of satisfaction with car parking services by age

Age	Satisfied with quality of service		Total
	Yes	No	
18 - 30 years	29	15	44
31 - 45 years	50	20	70
46 - 60 years	17	11	28
61 and above	6	2	8
Total	102	48	150

In terms of age, Table 6.5 shows that the 61 and above age group was more satisfied with the quality of service with only 2 representing 25 percent of motorists expressing dissatisfaction in that category. In the 18 to 30 years age group, 29 motorists (65.9 percent) were satisfied while the remaining 15 (34.1 percent) were not. In the 31 to 45 years age group, 50 or 71.4 percent of the motorists were satisfied with the remaining 20 representing 28.6 percent expressing dissatisfaction. Finally, 17 representing 60.7 percent of the motorists in the age group of 46 to 60 years expressed satisfaction while the remaining 11 representing 39.9 percent were not satisfied with the overall quality of service. When looked at in terms of the youth (30 and below) and adults (31 and above), the adults were more satisfied with the quality of service compared to the youths who comprised only 28.4 percent of the satisfied motorists.

Table 6.6: Level of satisfaction with car parking services by level of Education

Level of Education	Satisfied with quality of service		Total
	Yes	No	
Primary school level	2	1	3
Junior secondary school	13	2	15
Senior secondary school	35	13	48
Tertiary education	52	32	84
Total	102	48	150

Table 6.6 shows the level of satisfaction in relation to the respondents' levels of education. Of those that had not gone beyond the primary level, 2 out of 3 representing 66.67 percent expressed satisfaction with the quality of service provided in the car parks. 13 out of 15 or 86.67 percent of those that had gone up to junior secondary expressed satisfaction. Of the 48 motorists that had attained senior secondary education, 35 representing 72.92 expressed satisfaction while the remaining 13 or 27.08 expressed dissatisfaction. Of the 84 that had attained tertiary education, 52 representing 61.9 percent were satisfied with the quality of service while the remaining 32 or 38.1 percent were not satisfied. This data shows that the most educated group of motorists was the least satisfied with the quality of service provided in the car parks. The most satisfied group with 86.67 percent of satisfied motorists is however not the least educated.

6.3. Reasons for Dissatisfaction with Quality of Car Parking Services

Generally, about a third of the motorists were not satisfied with the quality of car parking services being offered in Lusaka city under the PPP model. Various reasons were presented for their dissatisfaction. The reasons are shown in Figure 6.2

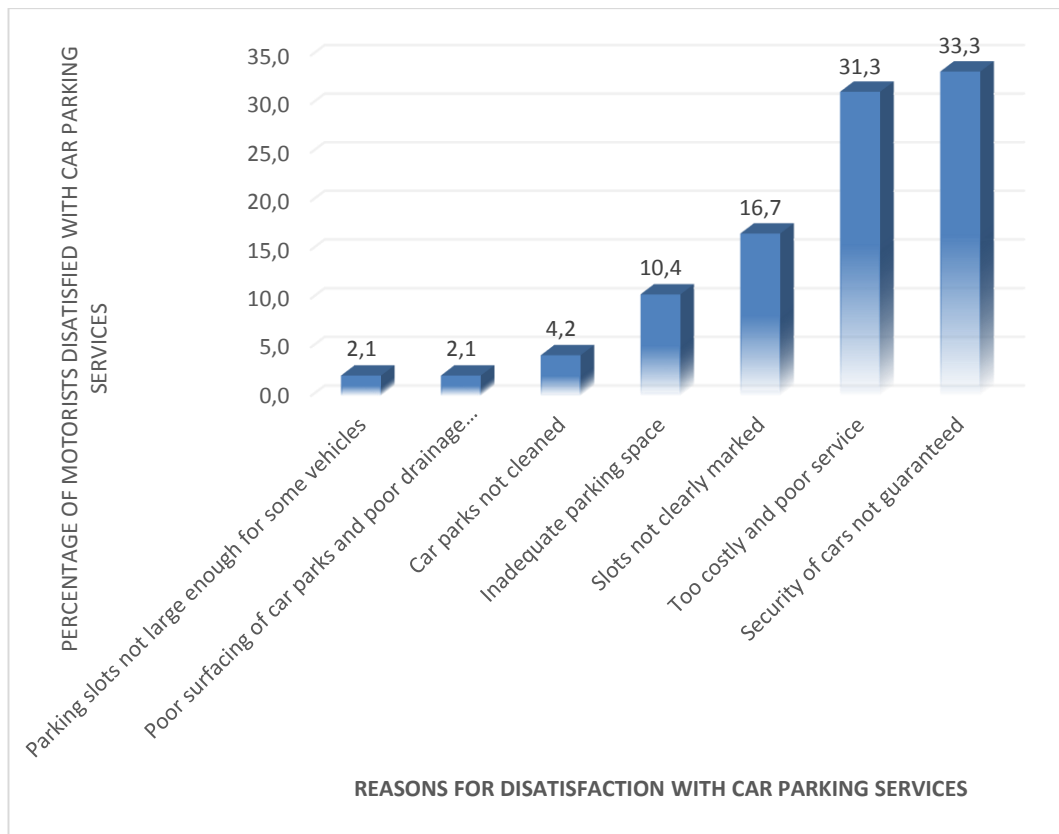


Figure 6.2: Reasons for dissatisfaction with the quality of car parking services

The 48 motorists that expressed dissatisfaction with parking services had various reasons to give. To start with, 16 out of the 48 dissatisfied motorists representing 33.3 percent said they were dissatisfied with the service because of poor security in the car parks. To them, the security of parked vehicles is not guaranteed. Respondents argued that parking in town was at owner’s risk. In fact, the Parkrite receipt has a notice to this effect that parking is at owner’s risk. This finding reveals that Parkrite Zambia is not interested in the safety of the parked cars but to collect money from motorists. Other respondents even went further to link the compromised security to the high number of street boys (commonly known as call boys) found on the streets of Lusaka. The second most cited reason for dissatisfaction was the cost associated with parking as compared to the quality of service being received by the motorists. 15 of the 48 respondents (31.3 percent) said ZMW5 per hour was too high a charge compared to the service they were receiving. 16.7 percent of the 48 dissatisfied motorists presented the reason of slots not being clearly marked. They indicated that the unclear marking of slots make people park anyhow hence compromising on the available parking space.

Another reason cited by 10.4 percent of the dissatisfied motorists was the problem of inadequate parking space. Motorists indicated that they take a lot of time just to find a free slot, especially during peak hours. 4.2 percent expressed dissatisfaction because car parks were not clean. The sizes of the parking slots not being large enough and the poor surfacing of car parks, coupled with a poor drainage system, were cited as reasons for dissatisfaction by 2.1 percent of the motorists for each reason.

On the issue of compromised security, some motorists had experienced damages and other losses to their cars while parked in the said car parks. 26 out of the 150 motorists interviewed (17.3 percent) had experienced damages and other losses. Figure 6.3 shows the various forms of damages experienced by the 26 motorists.

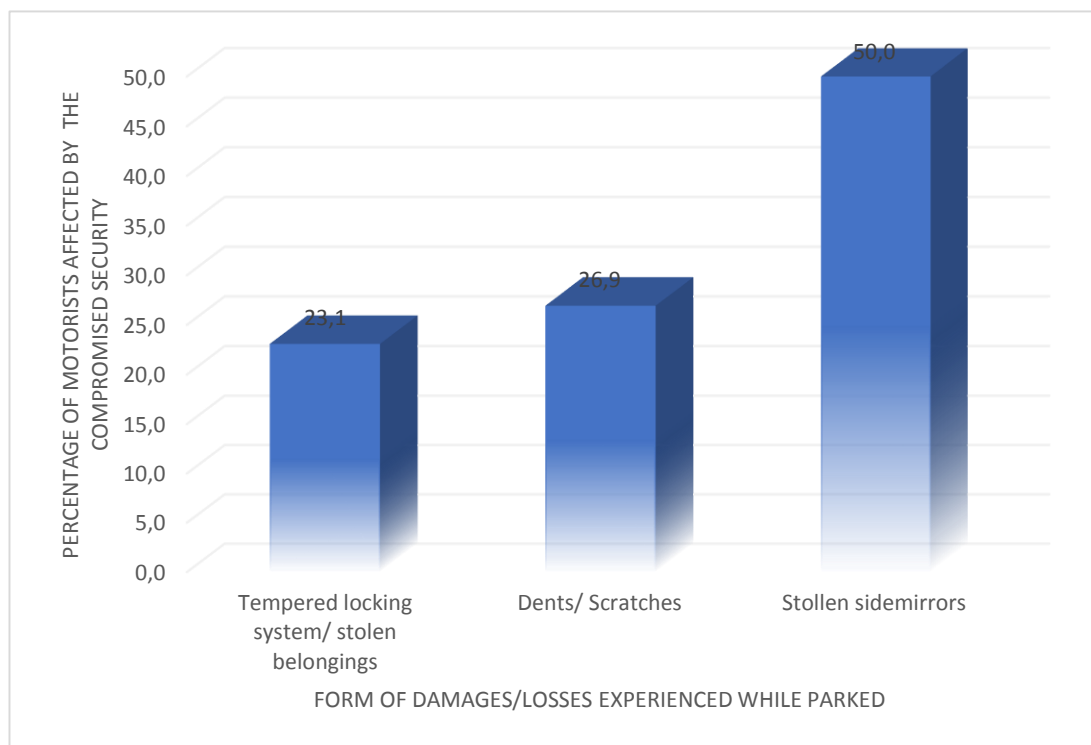


Figure 6.3. Forms of damages/losses experienced while parked

The most frequently reported form of damage was the issue of stolen side mirrors. Of the 26 motorists that confirmed having been affected by the compromised security, half or 50 percent reported having lost side mirrors while their vehicles were parked. 26.9 percent found their cars with scratches or dents most likely caused by other motorists. The remaining 23.1 percent either had their locking systems tempered with

or even lost belongings that were left in the parked cars. Of the 26 motorists who experienced damages to their cars, only two confirmed receiving compensation for the damages. The compensation is done by fellow motorists when they are seen committing the offence. This is mainly in cases of scratches and dents. In such cases, the offender would offer to repair the damage at his/ her cost or offer the victim some money for repairs. Those that are not compensated involve mainly cases of tampering with the locking system and thefts. People that commit such crimes are difficult to catch. As a result, victims are not compensated. As earlier alluded, Parkrite has clearly indicated on the parking receipt that parking is at owner's risk. This reveals the lack of interest by Parkrite to provide good quality parking services. The security concerns raised in this study are contrary to what has been found in West Africa. Ellimah (2002) conducted a study in Ghana and indicated that the majority of his respondents cited car parks as being a safe haven for their cars. In his study, respondents argued that their cars are safer in the car parks under the partnership between Kumasi Metropolitan Assembly and Goldstreet, as there is always an attendant who hangs around the car park thereby providing a form of security for the parked cars.

6.4. Challenges Faced in Managing Car Parks

There are several challenges faced in managing car parks. These can be viewed at three levels. The first level involves challenges that affect car park attendants (wardens) who are in direct contact with the motorists. The second level involves challenges that affect the private company that engages the wardens. The third level involves challenges faced by the local council.

From the wardens' point of view, the challenges they face include the following: Firstly, the wardens face interference from street boys (commonly known as call boys), street vendors and political cadres. These groups of people affect their operations as well as their revenue collection. Street boys, for example, collect money from motorists which is supposed to be collected by wardens, hence lessening their daily collections. One of the wardens indicated that "when a call boy [street boy] allows a vehicle to park, automatically you can't get anything". Secondly, motorists themselves, do not generally cooperate to pay for the service. They present a number

of reasons for their refusal to pay. For instance, some motorists refuse to pay, saying there is literally nothing being done and so they do not see the reason for paying. One warden said that:

Some people are just rude. They park for two to three hours, then when he comes he tells you that I don't have money then drives off . . . Then again some people refuse saying we can't be paying a foreign country . . . They don't understand that it's a collaboration between council and Parkrite. They think that the entire money goes out of Zambia not knowing that there is a percentage for Parkrite and a percentage for council (Interview with one warden).

Thirdly the local council does not clean the car parks. One warden stated that "there are also times when the council does not sweep or collect garbage and some people refuse that how am I going to pay when you are not doing your job". This means that the compromised quality of service creates a loophole for non-compliant motorists to refuse to pay for the service. Wardens claim that if all the motorists paid, they would even collect twice the amount of money they are currently collecting.

The challenges faced by the private company are as follows: Firstly, there are complaints from the wardens that motorists generally do not want to pay for parking services. Secondly, there is shortage of parking space in the CBD which affect their operations. Thirdly, the local council has outdated by laws which make it difficult for the private company to effectively manage the car parks. The Operations Manager at Parkrite said that:

We are currently using the council old by-laws to enforce parking and this is kind of limiting. These by-laws were made a long time ago and the number of vehicles in Zambia has increased exponentially hence the need for tougher parking by-laws. In some cities, where you go, if you park stepping on a line, your car gets towed and impounded immediately.

The main challenge faced by the local council relates to access to resources that are collected by its private sector partner. The local council is not benefiting financially from the partnership with Parkrite. The Chief Accountant- Revenue at LCC stated that:

One of the challenges that I may spot out is in terms of getting our share. Much as the contract states the percentages that are supposed to come into our coffers, that hasn't proved to be beneficial so to say in terms of what we are supposed to get as LCC in this partnership. We do not know maybe we need to give them [Parkrite] a little bit of sometime for them to continue operating then we see if our share in terms of profit sharing is going to increase. But for now I think that is a challenge that we are having. We are not getting enough from this partnership in terms of our profit sharing.

Because of its inability to get a fair share of the financial resources generated from car parks, LCC fails to adequately finance its operations. This has, in turn, negatively affected the quality of service delivery. The Chief Accountant- Revenue at LCC said that:

We have an obligation towards our motorists in that we are supposed to maintain the roads, we are supposed to keep the streets clean, and we are supposed to maintain the drainages, so that as the motorists do park they are not much inconvenienced.

These highlighted challenges are unlike what Ellimah (2014) highlighted in his study. In his findings, Challenges affecting the private company involved in car park management in Ghana included competition from private car parks which have low rates, some shop owners refusing to use off street parking lots because of location, delays in release of funds by the public partner and the bureaucratic procedures involved in dealing with the public partner in the partnership. On the part of the Municipal (public partner), the major challenge was the delayed release of road funds by the responsible department at central government. This clearly shows that private car parks are allowed to operate in the CBD of Ghana hence giving competition to the public car parks unlike in the CBD of Lusaka where all car parks are public and are managed under the PPP.

6.5. Conclusion

The evidence presented in this chapter shows that the majority of motorists were satisfied with the quality of service being provided under the partnership in car park management. This indicates that to a greater extent, PPP ensures good quality car parking services. There were a number of attributes that were used to measure the levels of satisfaction and these include the cleanliness of the car parks, how well surfaced the car parks are, how well marked the slots are and the sizes of the slots in relation to the respondents' vehicles. For each of the listed attributes a larger percentage of motorists indicated satisfaction compared to those that were dissatisfied. There was however an indication for the need to improve in all areas because even though they all scored above average, some attributes were just slightly above the average mark implying that the levels of dissatisfaction are equally worrying and worth considering. The responsible parties hence need to improve on a number of things in order to improve on the quality of service and increase the levels of satisfaction.

The motorists that expressed dissatisfaction cited several reasons of which the major one was the compromised levels of security for the parked vehicles. The argument was that there is no guaranteed security in the car parks and this results in some people losing items such as side mirrors and other valuables that could be left in the parked cars. Others have experienced damages to their parked cars in the forms of scratches and dents. Other reasons that were given for the dissatisfaction as reviewed in the findings include; price for the service being too high as compared to the service itself, inadequate parking space, car parks not being properly surfaced and marked as well as the lack of cleanliness in the car parks.

The findings also show that the various players in the partnership are faced with several challenges that hinder their smooth operations hence adversely affecting the quality of service being provided. These challenges have a direct bearing on the quality of services provided hence have an impact on the levels of satisfaction of the motorists. Firstly, there are challenges that affect wardens, those that affect Parkrite as an institution and those that affect the Local Authority. Collectively, these challenges affect the partnership as a whole and work against the achievement of the partnership objectives leading to the partners not fully experiencing the anticipated benefits of a PPP. To start with, wardens' smooth operations are hindered by challenges such as the

presence of street boys (call boys) who collect money from motorists which is supposed to go to Parkrite. Another challenge is the motorists themselves who refuse to pay for the parking service. Additionally, the pirate taxis and vans who park for a long time yet pay less or refuse to pay at all also negatively affect the operations of the wardens. All these affect the revenue collected and wardens argue that their collections would even double if these challenges were fully addressed.

The findings also reviewed other challenges that affect the two partners of the partnership. Parkrite cited the use of old parking by laws as being a challenge. The argument is that the by-laws being used are outdated as they were formulated way back and a lot has changed such as the vehicle population which has increased drastically over the years. On the other hand, LCC indicated remittance of money by Parkrite as being a challenge. The perception is that they are getting less from the partnership and hence looking at the partnership as not being as beneficial as anticipated. In summary, the PPP to a larger extent ensures good quality car parking services as evidenced from the somewhat high levels of satisfaction with the various attributes used in car park management. There is however room to improve so as to make the quality of car parking services even better. The next chapter presents the conclusions and recommendations of this dissertation.

CHAPTER 7

CONCLUSIONS AND RECOMMENDATIONS

7.1. Introduction

The previous chapter revealed that the majority of motorists were satisfied with the quality of service being provided under the partnership in car park management. This indicates that to a greater extent, PPP ensures good quality car parking services. There is, however, a reasonable percentage, about one third of motorists who still feel that the quality of service is not satisfactory, implying that there is need for improvement on the part of the service providers.

The purpose of this chapter is to present the conclusions and recommendations of the dissertation. In order to achieve its purpose, the chapter begins with a presentation of conclusions. Thereafter, recommendations are given.

7.2. Conclusions

The conclusions are presented in line with the objectives of the research. The first specific objective of the research was to examine the extent to which Public-Private Partnership in car park management helps to relieve local councils of their financial challenges. The conclusions regarding this specific objective are that the findings show that the PPP in car park management has to a greater extent failed to relieve the local council of its financial challenges. This is because the finances being received from car parks by the public entity are reported to be less than was being received from the same car parks before the partnership.

The partnership was meant to boost the revenue for the local authority. A larger percentage of the motorists confirmed that they pay for the service and of those, the majority confirmed that they always get receipts when they pay. This shows a high compliance rate by motorists. It was established in this research however that what the local authority receives is a very small percentage of what is collected by the private company. It hence can be argued that the council is not benefiting financially from the partnership. The findings indicated a big loss in terms of revenue for the

local council when compared to what they used to collect before the partnership. The loss in terms of revenue can be attributed to lack of proper monitoring mechanisms by the Council. Basically, the findings show that the Principal (LCC) has not put mechanisms in place to monitor the activities of Parkrite as a way of solving the agency problem. This presents an opportunity for the private company to act in a way that puts its interests first and that compromises the issue of the partnership benefiting both parties. As a summary, the amount of revenue collected from the car parks is expected to have gone up compared to before the partnership because of the hike in the parking fees, the introduction of new technological devices in the management of car parks as well as opening up of new car parks which were previously occupied by street vendors. However, what is being received by LCC from the partnership when compared to before the partnership indicates that the partnership has to a larger extent not benefited the local authority financially and hence not resolving their financial challenges.

Generally what can be deduced from this chapter is that the contract has failed to benefit Lusaka City Council financially. Lusaka city council is seemingly not as involved as they are expected to be in the partnership and what comes out is that the running of partnerships is entirely in the hands of Parkrite. Any partnership however is expected to have the agent act on behalf of the principal and the principal to monitor and regulate the actions of the agent. If the principal does not play its role, then the agency problem will remain unresolved and the objectives of the partnership may not be achieved in full. The next chapter assesses the extent to which Public-Private Partnership (PPP) in car park management addresses human resource challenges faced by local councils.

The second specific objective of the research was to examine the extent to which Public-Private Partnership in car park management helps to relieve local councils of their human resource challenges. Regarding this specific objective, the findings show that the PPP in car park management has to a greater extent given a relief to local councils as regards human resource challenges. This is attributed to the fact that all human resources involved in the management of car parks are fully a responsibility of the private company giving the local council a relief in terms of the wage burden as well as other human resource related functions.

The findings indicated that all employees involved in car park management are employed, supervised and remunerated by the private company. This has given a relief to the Local Authority who no longer have to recruit, supervise and pay the car park attendants. Another cited benefit is the reduced wage bill for the local council as they no longer pay the workers from their coffers. On the conditions of employment, there is an improvement especially on the tenure of employment as wardens are engaged on a longer term by the private company than they were before the partnership. Whether the conditions of service have improved as regard remuneration however is dependent on individuals as monthly earnings were previously commission based and hence not fixed and some wardens would earn less and others more than the current pay. As a summary the findings indicate that the PPP has to a greater extent resolved the human resource challenges of the partnership.

Generally what can be deduced from this chapter is that the contract has benefitted Lusaka City Council in terms of addressing human resource challenges as it has not only taken away the pressures that come with handling human resource matters but also reduced the wage bill. The next chapter assesses the extent to which PPP ensures good quality car parking services.

The third specific objective of the research was to assess the extent to which Public-Private Partnership ensures good quality car parking services. The conclusions regarding this specific objective are that the majority of motorists were satisfied with the quality of service being provided under the partnership in car park management. This indicates that to a greater extent, PPP ensures good quality car parking services.

There were a number of attributes that were used to measure the levels of satisfaction and these include the cleanliness of the car parks, how well surfaced the car parks are, how well marked the slots are and the sizes of the slots in relation to the respondents' vehicles. For each of the listed attributes a larger percentage of motorists indicated satisfaction compared to those that were dissatisfied. There was however an indication for the need to improve in all areas because even though they all scored above average, some attributes were just slightly above the average mark implying that the levels of dissatisfaction are equally worrying and worth considering. The responsible parties hence need to improve on a number of things in order to improve on the quality of service and increase the levels of satisfaction.

The motorists that expressed dissatisfaction cited several reasons of which the major one was the compromised levels of security for the parked vehicles. The argument was that there is no guaranteed security in the car parks and this results in some people losing items such as side mirrors and other valuables that could be left in the parked cars. Others have experienced damages to their parked cars in the forms of scratches and dents. Other reasons that were given for the dissatisfaction as reviewed in the findings include; price for the service being too high as compared to the service itself, inadequate parking space, car parks not being properly surfaced and marked as well as the lack of cleanliness in the car parks.

The findings also show that the various players in the partnership are faced with several challenges that hinder their smooth operations hence adversely affecting the quality of service being provided. These challenges have a direct bearing on the quality of services provided hence have an impact on the levels of satisfaction of the motorists. Firstly, there are challenges that affect wardens, those that affect Parkrite as an institution and those that affect the Local Authority. Collectively, these challenges affect the partnership as a whole and work against the achievement of the partnership objectives leading to the partners not fully experiencing the anticipated benefits of a PPP. To start with, wardens' smooth operations are hindered by challenges such as the presence of street boys (call boys) who collect money from motorists which is supposed to go to Parkrite. Another challenge is the motorists themselves who refuse to pay for the parking service. Additionally, the pirate taxis and vans who park for a long time yet pay less or refuse to pay at all also negatively affect the operations of the wardens. All these affect the revenue collected and wardens argue that their collections would even double if these challenges were fully addressed.

The findings also revealed other challenges that affect the two partners of the partnership. Parkrite cited the use of old parking by laws as being a challenge. The argument is that the by-laws being used are outdated as they were formulated way back and a lot has changed such as the vehicle population which has increased drastically over the years. On the other hand, LCC indicated remittance of money by Parkrite as being a challenge. The perception is that they are getting less from the partnership and hence looking at the partnership as not being as beneficial as anticipated. In summary, the PPP to a larger extent ensures good quality car parking services as evidenced from

the somewhat high levels of satisfaction with the various attributes used in car park management. There is however room to improve so as to make the quality of car parking services even better.

The general objective of the research was to evaluate the effectiveness and responsiveness of Public-Private Partnership in the management of car parks. The general conclusion of this research, therefore is that the PPP model is somewhat effective in the management of car parks. This is because the PPP brings about a certain amount of relief on the part of a public entity which is no longer directly involved in providing the service. The local council in this case is not directly involved in the management of car parks and is only supposed to play a supervisory role. This brings about savings in terms of time and other resources such as finances and human resources which can be diverted to other areas of need. Financial relief in this case comes in because of the reduced work force which translates to a reduced wage bill.

The major area of ineffectiveness relates to the varying interests of the two parties to the PPP contract. This situation puts the principal at a loss if the agency problem is not resolved. The agency theory argues that both the principal and agent are utility maximisers and have different intentions. The risk is that the private company in a PPP contract if not monitored, will not act fully on behalf of the principal but in a way that will benefit it resulting in the agency problem. This means that if no mechanisms are put in place, the benefits will not be mutual and the principal will be on the losing side. In this research, the financial benefits are not being experienced by the local authority as evidenced from what they are currently earning from car parks as compared to before the partnership.

The partnership is also not quite responsive because although the majority of motorists expressed satisfaction with the quality of service, a reasonable number indicated that they were not happy with the way car parks are marked, the cleanliness, the compromised levels of security, the sizes of the parking slots as well as the way the car parks are surfaced. This means that there are still concerns surrounding the quality of service being provided in the car parks under the PPP.

7.3. Recommendations

The recommendations are in two categories. These are policy recommendations and areas for future research.

7.3.1. Policy Recommendations

To ensure that effectiveness in PPP in car park management is attained in Lusaka city, the following recommendations should be considered by either policy makers at the national level, by Lusaka City Council, by Parkrite and all other parties involved in car park Management; Firstly, LCC and Parkrite should enhance communication and coordination between themselves to ensure that they are both kept in light of everything surrounding car park management for all car parks under the partnership. This will enhance transparency and accountability. This will help LCC to know whether or not the private company is acting as required in the contract. Secondly, where Parkrite is not acting as per contractual terms, LCC as the principal should come up with mechanisms to solve the agency problem and ensure that Parkrite is fully acting on its behalf and fully complying with the contractual terms. This will ensure that the private company does not divert from what is agreed in the contract implying that it will act on behalf of LCC and not to fulfil its individual interests. It is also recommended that LCC quickly considers revising the parking by laws so as to address some concerns that are restricting the operations of the private company in the management of car parks. Additionally, Parkrite and LCC should both embark on a serious sensitisation campaign to educate the general public on the partnership and its operations so as to increase compliance levels by motorists. This will deal with the perception of motorists towards paying for parking and this will later increase the collections. Another recommendation is that the two parties should agree on a percentage of the collected revenue that should be ploughed back into maintenance of car parks e.g. marking of slots, cleaning, surfacing, drainages, as well as addressing the security concerns of motorists. This will increase satisfaction levels of the motorists who will in turn gladly and willingly pay for the service. Though long term, Parkrite and LCC should also consider building modern multi-storey car parks in the CBD so as to counter the problem of shortage of parking space. This is because most space has been taken up in the CBD leaving no space for new car parks. Finally on policy recommendations, challenges facing the generation of revenue should be

tackled by responsible parties. For instance removing street boys from the car parks who collect a reasonable amount of money from the car parks which is meant to be collected by wardens.

7.3.2. Areas for Future Research

Although this research provides valuable insights into the effectiveness and responsiveness of PPP in car park management, it looked at the partnership in its early stages i.e. two years into a 10 year partnership. This partnership could still be in the stages of getting established and still facing early stage challenges. A similar study can be conducted for the same partnership during the mid to end of the term to investigate, if there are changes in the findings. This study was also confined to the sector of car parking, leaving out the experiences in other sectors. Therefore, other studies can be done to find out how effective PPPs are in other sectors such as infrastructure development.

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APPENDICES

a) Interview Guide for Lusaka City Council Officials

Dear respondent,

My name is Rachel Mathotho and I am a student at the University of Zambia. I am conducting a research on the Effectiveness of Public- Private Partnerships (PPPs) in Car Park Management in Lusaka city. This is to enable me to partially fulfil the requirements of the degree of Master of Public Administration (MPA).

You have been selected as a respondent and I will be very thankful if you can spare a few minutes of your time to answer a few questions. The information you are going to give will be confidential and is entirely for the purpose of the dissertation. Please be as open and as honest as possible in answering the questions.

Instructions: Tick in the spaces provided or fill in the blank spaces.

Part 1. Background Information

Date of interview:

.....

Start time of interview:

.....

1. Gender:

1. Male ()

2. Female ()

2. Position held:

.....

Part 2. Appropriateness of The PPP Contract

3. Why did the council decide to engage a private company to manage its car parks?

.....

4. What are your obligations as Lusaka City Council in this partnership?

.....

5. What are the roles of Parkrite in this partnership?

.....

6. What benefits has the partnership brought to the council?

.....

7. What challenges do you face in this partnership?

.....

Part 3. PPP and Quality of Service

8. Who maintains the car parks that are under the partnership (in terms of repair works, cleaning, etc)?

.....

9. How happy are you with the way the private company is managing the car parks?

.....

10. If happy, give reasons.

.....

11. If not happy, what is the problem?

.....

Part 4. PPP and Human Resource

12. Are the car park attendants employed by the local authority or by Parkrite?

.....

13. Who supervises these workers?

.....

14. How has this arrangement benefited the council?

.....

Part 5. PPP and Finances

15. How much does the private company collect in terms of fees from these car parks per month?

.....

16. On average, how much is given to the council?

.....

17. On average, how much is retained by the private company?

.....

18. Are these amounts in line with the agreement in the contract of 40% council and 60% private company?

- 1. Yes ().
- 2. No ()

19. If no, what is the actual ratio?

.....

20. Why have the percentages changed from what is in the partnership contract?

.....

21. How do you ensure that Parkrite declares all the revenue it collects?

.....

22. Comparing your revenue collection from car parks now and before the partnership was signed, would you say it has improved or reduced?

.....

23. If it has reduced, what is the reason for the reduction?

.....

Part 6. Recommendations

24. What do you think should be done to improve the management of car parks in Lusaka city?

.....

End time of interview.....

Duration of interview.....

End of interview

Thank you for your time

b) Interview Guide for Parkrite Officials

Dear respondent,

My name is Rachel Mathotho and I am a student at the University of Zambia. I am conducting a research on the Effectiveness of Public- Private Partnerships (PPPs) in Car Park Management in Lusaka city. This is to enable me to partially fulfil the requirements of the degree of Master of Public Administration (MPA).

You have been selected as a respondent and I will be very thankful if you can spare a few minutes of your time to answer a few questions. The information you are going to give will be confidential and is entirely for the purpose of the dissertation. Please be as open and as honest as possible in answering the questions.

Instructions: Tick in the spaces provided or fill in the blank spaces.

Part 1. Background Information

Date of interview:

.....

Start time of interview:

.....

1. Gender:

1. Male ()

2. Female ()

2. Position held:

.....

Part 2. Appropriateness of The PPP Contract

1. What are your roles/ obligations as Parkrite in this partnership?

.....

2. What are the roles of Lusaka City Council in the partnership?

.....

3. What are the objectives of the partnership?

.....

4. Who maintains the car parks that are under the partnership contract (in terms of repair works and cleaning)?

.....

5. What challenges do you face in this partnership if any?

.....

Part 3. PPP and Human Resource

6. Are the car park attendants employed by the local authority or by Parkrite?

.....

7. Who supervises these workers?

.....

8. What are the terms and conditions of employment for these workers?

.....

Part 4. PPP and Finances

9. On average, how much is collected from the car parks per month?

.....

10. On average, how much do you give the council?

.....

11. On average, how much is retained by Parkrite?

.....

12. Are these amounts in line with the agreement in the contract of 40% council and 60% private company?

1. Yes ().

2. No ()

13. If no, what is the actual ratio?

.....

14. Why have the percentages changed from what is in the partnership contract?

.....

Part 5. Recommendations

15. What do you think should be done to improve your performance in the management of these car parks?

.....

End time of interview.....

Duration of interview.....

End of interview

Thank you for your time

c) Interview Guide for Car Park Attendants (Wardens)

Dear respondent,

My name is Rachel Mathotho and I am a student at the University of Zambia. I am conducting a research on the Effectiveness of Public- Private Partnerships (PPPs) in Car Park Management in Lusaka city. This is to enable me to partially fulfil the requirements of the degree of Master of Public Administration (MPA).

You have been selected as a respondent and I will be very thankful if you can spare a few minutes of your time to answer a few questions. The information you are going to give will be confidential and is entirely for the purpose of the dissertation. Please be as open and as honest as possible in answering the questions.

Instructions: Tick in the spaces provided or fill in the blank spaces.

Part 1. Background Information

Date of interview:

.....

Start time of interview:

.....

1. Gender: Male () Female ()

2. Position held

.....

Part 2. Human Resource

3. Which organisation employed you?

1. Lusaka city council ()

2. Parkrite ()

3. Other

(specify).....

4. What is the type of your employment?

1. Permanent and pensionable ()

2. Fixed contract () specify length
.....
3. Part-Time (Paid depending on number of hours or days worked? ()

5. Which organisation pays your salaries
 1. Lusaka city council ()
 2. Parkrite ()
 3. Other
(Specify).....
6. Which Organisation supervises you?
 1. Lusaka city council ()
 2. Parkrite ()
 3. Other
(specify).....
7. What benefits are you entitled to as a worker of this company (conditions of services)?
.....

Part 3. Financial Resources

1. On average, how much do you collect per day?
.....
2. On average, how much do you collect per month?
.....
3. How much are you paid per month?
.....
4. Does everyone who parks in this car park pay?
 1. Yes ()
 2. No. () (Skip to q 6)
5. For those who pay, do they pay the same amount per hour?
 1. Yes ()
 2. No ()
6. If no why?
.....

7. Do you give a receipt to everyone that pays?

1. Yes ()

2. No ()

8. If no why?

.....

9. If no to q 4, why are some people exempted from paying?

.....

10. What challenges do you face in executing your duties at this car park?

.....

Part 5. Recommendations

1. What do you think should be done to improve service delivery at this car park?

.....

End time of interview.....

Duration of interview.....

End of interview

Thank you for your time.

d) Questionnaire for Car Park Users

Dear respondent,

My name is Rachel Mathotho and I am a student at the University of Zambia. I am conducting a research on the Effectiveness of Public- Private Partnerships (PPPs) in Car Park Management in Lusaka city. This is to enable me to partially fulfil the requirements of the degree of Master of Public Administration (MPA).

You have been selected as a respondent and I will be very thankful if you can spare a few minutes of your time to answer a few questions. The information you are going to give will be confidential and is entirely for the purpose of the dissertation. Please be as open and as honest as possible in answering the questions.

Instructions: Tick in the spaces provided or fill in the blank spaces.

Part 1. Background Information

1. Sex of driver
 1. Male ()
 2. Female ()
2. Age of driver
 1. 18- 30 years ()
 2. 31-45 years ()
 3. 46-60 years ()
 4. 61 and above ()
3. Highest level of Education:
 1. Never been to school ()
 2. Primary school level ()
 3. Junior secondary school ()
 4. Senior secondary school ()
 5. Tertiary education ()

4. Average time the vehicle is parked.
 1. 1 hour or less ()
 2. 2 to 3 hours ()
 3. 4 to 5 hours ()
 4. 6 to 7 hours ()
 5. 8 to 9 hours ()

Part 2. Finances

5. How often do you use car park services in town?
 1. Occasionally ()
 2. Daily ()
 3. A few days in a week ()
 4. A few days in a month ()
6. Do you pay anything for using this car park? If no, skip to Q. 8
 1. Yes ()
 2. No ()
7. If yes to question 6, how much do you pay for using the parking services per hour?
 1. Less than 5 kwacha ()
 2. 5 kwacha ()
 3. More than 5 kwacha ()
 4. No fixed amount (Varies) ()
8. If no, why don't you pay?

.....

.....
9. Do you get receipts every time you pay?
 1. Yes ()
 2. No ()
 3. Sometimes ()
10. If no or sometimes, why don't you get receipts every time you pay?

.....

.....

Part 3: Quality of Service

11. Is the car park well surfaced?

1. Yes ()

2. No ()

12. Are parking lots well marked?

1. Yes ()

2. No ()

13. Are the parking lots large enough for your car?

1. Yes ()

2. No ()

14. Is the car park clean?

1. Yes ()

2. No ()

15. Have you experienced any damage to your car while parked in these car parks?

1. Yes ()

2. No () (Skip to q 18)

16. If yes, what kind of damage?

.....
.....

17. Were you compensated for the damage?

1. Yes ()

2. No ()

18. Are you satisfied with the quality of services provided at this car park?

1. Yes () (Skip to q 20)

2. No ()

19. If no, what is wrong with the services?

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

Part 4. Recommendations

20. What do you think should be done to improve car park services in the city?

.....
.....

End of interview

Thank you for your time