

Do Stakeholders Matter? Nexus of Public Private Partnership Projects for City Street Parking in Uganda

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Abstract— this study examines the involvement of stakeholders in the use of management contract Public Private Partnership (PPP) Projects for effective urban parking in Kampala City, Uganda. Guiding objectives of the study include (a) to examine the relevance of stakeholder theory to the execution of the management contract PPP project by Kampala Capital City Authority (KCCA) and Multiplex Uganda limited in Kampala (b) to assess stakeholders' participation in the execution of management contract PPP project by KCCA and Multiplex limited in Kampala. The study adopted cross-sectional and exploratory study designs. Data was collected using both quantitative and qualitative approaches. The study covered a population of 1335 stakeholders of Kampala City Council and Multiplex limited. A sample size of 297 respondents for quantitative part of the study and 35 respondents for qualitative part of the study. The sample random sampling and purposive sampling technique were applied. Target group included, operational and administrative Staff of KCCA and Multiplex Uganda Limited, Drivers under Uganda Transport Development Agency (UTRADA) as well as Private Car Users. Study findings revealed that stakeholder theory is very relevant to the execution of management contract PPP projects. Secondly, findings of the review of literature indicated there is a moderate positive relationship between stakeholder participation in the execution of management contract PPP projects and effective street parking in Kampala, ($r=0.608$ $p=0.000$ $N=290$). Further to this, improvements in stakeholder participation in the execution of management contract PPP projects leads to effective street parking in Kampala city in Uganda. The study recommends that KCC must always ensure

that Multiplex limited involves all key stakeholders in the execution of the management contract PPP project such as drivers in meetings when discussing about changes being done. The changes need to be made for the betterment of work, as stakeholders of Multiplex need to regularly get feedback after meeting. In addition, stakeholders should always be engaged in identifying priority parking spaces.

Keywords— Stakeholder, management, contract, Public, Private, Partnership, Project, Street Parking

1. Introduction

In today's world, much of the urban fabric is subject to 'conventional' parking policies whereby parking is regarded as a type of infrastructure with the principal goal of parking policy being to meet demand. Parking arose as a thoughtful problem in Western Europe in the 1950s, in Japan in the mid-1960s, in Singapore and Hong Kong from early 1970s, while in the Thailand, Republic of Korea, and Malaysia in the late 1970s and 1980s [1]. In Africa, minimal cities have a well-developed authority to deal with urban transport and mobility [2]. The few multimodal transport establishments which exist, in Lagos, Abidjan, Dakar, and Casablanca, for example, have just began making significant impact on the institutionally fragmented and complex environment in which they function [3].

Like most African countries, Kampala city in Uganda is experiencing exponential urban growth and expansion at a very alarming rate. For instance,

over 70% of all the vehicles in Uganda, are registered in Kampala Capital City and traverse the city's roads daily. The challenge is how to plan for an increasing importation of second hand vehicles in the city which in essence has created high volumes of traffic, parking difficulties, difficulties for pedestrians and massive air pollution resulting in an increase in greenhouse gas emissions [4]. With the advantage of improving efficiency in the delivery of services to the citizens, Public Private Partnerships (PPPs) are enticing many urban stakeholders to use them in the execution of projects aimed at effective management of street parking in urban areas [5]. However, the use of such PPPs is of recent evolving as it is being done in a competitive economic environment and as a result such public organisations are now holistically undertaking business process re-engineering for survivability purposes through using better supply chain management strategies [5]. PPPs are defined as a cooperative arrangement between two or more private and public sectors, characteristically long term in nature [3]. A PPP project could be considered an effective pathway for leveraging capital, alleviating uncertainties associated with operation, maintenance and management of street parking in urban areas [6]. Involving stakeholders in the use of PPPs as a mode of procurement is part as parcel of sustainable supply chain for managing street parking in urban areas [7]. In such case, stakeholders, such as regulatory bodies, the general public, policy makers, politicians, professional bodies, environmentalists, donors and development partners, implementing partners, civil society organisations, suppliers and customers of street parking in urban areas are critical when using PPPs as a mode of procurement under supply chain to manage street parking in such urban areas [7]. Parking management refers to a tool for attending to wider transport policy goals and urban planning. Parking as such, should match supply with demand as part of the demand-realistic variation of the conventional approach such as context-sensitive parking requirements [8]. Furthermore, parking management usually has various objectives which may include: reducing parking conflict; efficiency; urban regeneration; mobility management and revenue. It could also comprise checking all-day employee parking from demanding the utmost convenient parking spaces, and thus they can be managed in favour of short-term visitor parking [9]. However, a critical look at all the above developments do have a key connotation to sustainable transport, road frustrations among road users and play a critical space in sustainable development through avoiding of traffic jams which would cost the economy more as a result of lost man hours thus transforming in tangible reduced revenue due to uncontrolled urban parking practices.

This study is underpinned by the stakeholders' theory by Edward R. Freeman [10]. Based on the stakeholder theory, the private entity becomes the long-term provider of services while government becomes the purchaser of the services [11] [1]. PPP schemes are built on the expertise of the stakeholders of each partner that best meets clearly defined public needs through the appropriate allocation of resources, risks and rewards [12]. Although a number of scholars on PPPs as a mode of procurement under sustainable supply chain for management of street parking in urban areas look at stakeholder engagement very crucial, little is understood about similar best techniques for managing such stakeholders [7]. Using the PPP Project model of management contract, Multiplex Limited was contracted by Kampala Capital City Authority (KCCA) to manage and modernize street parking in the City. A management contract is usually where a private agency carries out maintenance of a facility on behalf of the public entity for a fee as long as it satisfies the public entity that the service has been provided in line with agreed parameters [13].

Under the contract, Multiplex Limited was required to roll out pay and display parking meters, procure and deploy handheld meters on roads where street parking was considered unsuitable and increase the number of automated number plate recognition units to ease enforcement [14]. However, a study conducted by Directorate of Transport in KCCA found that poor urban park management in Kampala promotes frustrations among road users and a critical hindrance to sustainable development due to traffic jams costing the economy more than 200 million Uganda shillings every day. It is feared that if this drift is not checked, it might affect performance of the management contract PPP project being implemented by KCCA and Multiplex Uganda limited [15].

2. Literature review

Globally, PPP projects have become important avenues through which most governments work with private companies to use management contract to ensure effective street parking in urban areas [7]. A review of PPP projects suggests that, governments must fundamentally improve their systems for dealing with the private sector to realize the efficient and effective gains that these partnerships promise [16]. One of the key theories of analysing PPPs is the stakeholders' theory. In constructing this theory, Ahadzi identified and put forward three forms of stakeholders' approaches namely descriptive, normative and instrumental stakeholder approaches [1]. The descriptive approach emphasizes understanding the relationship between an organization and its

stakeholders while the normative approach emphasizes that organizations should take all stakeholders into consideration, as a moral responsibility [17]. It is helpful to introduce the Stakeholder Theory to the PPP projects, and to use it as a basis for choosing decision-making criteria. However, there is limited scholarly literature on the effect of stakeholder management on performance of PPP Projects in urban street parking [18]. This usually makes some stakeholders to believe that there are challenges faced by organisations when procuring supplies for management of street parking in urban areas using PPPs in addition to ensuring sustainable supply chain management for management of such street parking [19].

Governments do not have sufficient financial and commercial expertise to match the involved corporate enterprises in some projects. This raises the need for PPPs such as management contracts [20]. A management contract PPP project expands the services to be contracted out to include some or all of the management and operation of a public sector infrastructure service. Although ultimate obligation for service provision remains with the public sector, daily management control and authority is assigned to the private partner or contractor [21]. Such a PPP project is a form of operational licence where the public entity agrees with the private agency to be given a license to maintain a certain facility for a particular period of time [22].

In most cases, the public entity pays the private agency an agreed amount of money to cover the overhead costs incurred in maintaining the road facility [23] [24]. The public entity may pay the private agency additional funds as a way of sharing the profits once the agreed milestones have been accomplished. However, the public entity is responsible for initial capital investment and delivery of the service to the public and then the private agency is authorised to carry out day to day maintenance and management of the facility [24]. While the private entity may provide working capital for the operation, maintenance and management of the facility, it does not provide the initial investment capital because that is the role of the public entity to finance the design and construction of the facility [25]. The private agency is mainly obliged to ensure that the projected revenue streams are achieved. For Strong PPP projects to thrive, there has to be “complementary goals and an enabling” decision making and governance structures [12] [23].

The thought was, and still is, that by concentrated stakeholder participation in the implementation of management contract PPP projects, better and progressively imaginative administrations and

approach towards street parking in urban areas, higher yields can be realised at lower costs [26]. That’s why a number of stakeholders including the general public, policy makers, politicians, professional bodies, environmentalists, donors and development partners, implementing partners, civil society organisations, suppliers and customers of street parking in urban areas keep getting concerned on the use of PPPs as a mode of procurement under supply chain to manage street parking in urban areas that sometimes culminates into undesirable political, economic, social, technological, ecological, legal and ethical outcomes [19]. PPP projects come in numerous shapes and sizes. Despite the fact that there is no commonly acknowledged comprehension of PPP projects, numerous definitions share the part of some kind of tough collaboration among different stakeholders, the sharing of hazard and the joint generation of items and administrations [3]. A PPP Project is the cooperation of public and private entities, aimed at implementing projects or providing services, traditionally provided by public entities [27]. A definition that incorporates a large portion of these viewpoints is that which depict PPP projects as a procurement method under supply chain management for provision of certain goods, services and works to meet the essential needs of the citizens [28]. This is aimed at tackling some complex social and development challenges and are seen as collaborative arrangements between public and business sector stakeholders to address societal concerns [28]. A project in this case is a temporary organization that is created for the purpose of delivering one or more business products according to an agreed business case [29]. Organizations set up and invest in projects in order to introduce change into their day to day “business as usual” activities [29].

Inside the expansive scope of PPP project families, participation by different stakeholders is one of the most unmistakable types of associations when implementing a legally binding management contract [30]. In this agreement, the plan, development, financing, and perhaps business activity of a framework venture, for example, a street or a structure are well coordinated and implemented in form of alleged management contract as long as a number of key stakeholders are involved. In another investigation of stakeholder participation in the execution of PPP projects, it was additionally discovered that mastermind responsibility of and access to organizations by others are sometimes missing [31]. A number of studies indicate that the use of PPPs as a mode of procurement under supply chain management usually leads to timely delivery of inputs, safeguards against sourcing extra supplies from other sources, reduces prices and brings in

more profits when managing street parking in urban areas [32]. Different reasons given for this limited inclusion of various stakeholders in the execution of PPP projects are that these activities are specialized in their tendency and, moreover, that the dealings are about touchy budgetary arrangements which block the contribution of different stakeholders [33]. On the off chance that this restricted participation by different stakeholders is valid, at that point where PPP projects separate themselves from most other new types of administration as a general rule, the more extensive inclusion of different stakeholders is referenced as one of the most striking highlights of these administration courses of action [34]. During the implementation of PPP projects, including different stakeholders usually improves the substance and creativity of recommendations and arrangements, and upgrades majority rules system [34] [35].

The contribution of different stakeholders in PPP project implementation really has some kind of strong positive effect on operation, maintenance and management of street parking in urban areas [20]. Although one may anticipate that, by and large, the inclusion of stakeholders in execution of PPP projects won't be exceptionally high, the above contentions in the writing as discussed would recommend that in those situations where there is (more) inclusion of stakeholders, there will be a positive effect on the operation, maintenance and management of street parking in urban areas. Indeed, prior research done on open undertakings has demonstrated that stakeholder participation had positive impact on execution of PPP Projects as far as street parking in urban areas is concerned [36]. In such manner, the examination acknowledged the theory that there is a critical commitment between stakeholder participation and PPP project implementation for effective street parking in urban areas [37]. Actually some scholars contend that participation of different stakeholders in the execution of PPP projects usually lead to better performance of agencies that are responsible for ensuring effective street parking in urban areas [38].

As already indicated, literature illustrates however that there are few studies carried out to specifically assess the gaps existing in the role of stakeholders' participation in the execution of PPP projects for effective street parking in urban areas in Uganda. In fact, there are a number of factors that hinder effective participation of stake holders in the execution of PPP projects to ensure improved street parking in urban areas [12]. First and foremost, the likelihood of long-term contractual relationship going into jeopardy due to political or social events is greater where there is a weak governance

structure and rule of law is not deeply entrenched can hinder effective participation of stakeholders in the execution of PPP projects to ensure improved street parking in urban area [39]. This is because such weak governance may cause bureaucracy that tend to delay decision making in government, and parallel authority structures and institutions that may exist within the different arms of government which discourages a number of different stakeholders from participating in the execution of PPP projects for effective street parking in urban areas.

In the same vein, lengthy tendering processes, political interference, corruption and legal barriers may all inhibit effective participation of stakeholders in the execution of PPP projects to ensure improved street parking in urban area [40]. Additionally, the researchers observed that most studies done on stakeholders' participation in the execution of PPP projects for effective street parking in urban areas have used stakeholders' theory to contextualize their studies in a theoretical perspective [41]. Particularly, the stakeholder theory offers a practical interesting framework that analyses the structure of operationalizing PPP project implementation to effect change on parking management value chain. The stakeholder theory develops one's understanding of how it works and how it persuades change of behaviour to impede any developmental project and program [42].

3. Methodology

This study adopted a mixed method research design with a cross-sectional survey and exploratory study approach [43]. The study population consisted of 1335 stakeholders of Kampala Capital City Authority and Multiplex Limited. A sample size of 297 respondents for quantitative part of the study using Krejcie and Morgan table [44], and 35 respondents for the qualitative part of the study was used. Simple random and purposive sampling techniques were applied [45]. Data was collected using self-administered questionnaires [46], interview guide and literature review [47]. Quantitative data was analysed using descriptive statistics, correlation and regression, while qualitative data was analysed using review of literature, narrations and descriptions of the study phenomena [43].

4. Study findings

4.1 The relevance of stakeholder theory to the execution of the management contract PPP projects for effective street parking in Kampala, Uganda by Multiplex Limited.

From review of literature, it was found out that stakeholder theory is extremely relevant to the execution of management contract PPP projects since ensuring that key stakeholders participate in implementing such PPP Projects leads to effective street parking of urban areas. This can only succeed in the long-term if these PPP projects are able to respond to the needs of such stakeholders in urban areas. These PPP projects must therefore have the capacity to create competitive advantage from the opportunities presented by leveraging on the levels of efficiency, with the desire to involve customers and colleagues, and who possess the ability to understand how to enhance innovativeness and performance of the PPP project to ensure effective street parking in urban areas. This finding was based on the notion that the study was underpinned by “stakeholders’ theory by Freeman [48] which identifies four major stakeholder groups to include main shareholders, employees, customers, and the general public. In the context of this study, stakeholders’ Model guided the researcher to understand how participation of stakeholders is very fundamental for successful implementation of any PPP project if effective street parking in urban is to be realized. Stakeholder participation in the execution of PPP projects has several features [48]. First, it underlines cooperation of some durability, where collaboration cannot only take place in short-term contracts. This collaborative feature is supported by [49].

Second, it emphasizes risk-sharing as a vital component. Both parties in a partnership together have to bear parts of the risks involved. Third, they jointly produce something (a product or a service) and, perhaps implicitly, both stand to gain from mutual effort. Further to this, governments lack sufficient financial and commercial expertise to match the involved corporate enterprises in some projects and so they are often consortiums associating merchant banks with experienced construction companies in ensuring that the public sector is treated fairly in the very complex contract negotiations needed to get a project under way [20]. When risks in PPP Projects are taken into account, it often emerges that the public sector stakeholders bear most of them, and has to bail out the private partner stakeholders. So when costs escalate or less-than-expected revenues are earned; the big private partners have huge political clout so that processes designed to monitor their performance are compromised; though the facilities are notionally still public, more traditional forms of accountability no longer operate.” This theory will be of use to this study as it will enable Multiplex Uganda Management to work within a stakeholder framework, thereby enabling them to execute strategic management processes efficiently [19].

4.2 Stakeholder participation in the execution of management contract PPP Projects for effective street parking in Kampala, Uganda by Multiplex Limited

This finding was measured using 6 items scored on five point Likert scale of 1=strongly disagree, 2= Disagree, 3=Neutral, 4=Agree, 5= strongly agree. The results are displayed in Table 1 below.

Table 1: Descriptive statistics for stakeholder participation in the execution of PPP Projects for effective street parking in Kampala, Uganda by Multiplex Limited

	N	M	S	A	N	D	S	M	Std
			A	A	S	A	D	e	.De
								n	v
A number KCCA and Multiplex Limited’s stakeholders participate in developing standard operating procedures for execution of the management contract PPP project for improved street parking in Kampala	285	5	210	300	200	170	50	3.47	1.137
Multiplex Limited usually involves drivers in meetings to discuss about changes being done during execution of the management contract PPP project for improved street parking in Kampala	280	10	195	285	270	150	60	3.39	1.174
The changes being done during execution of the management contract PPP project for improved street parking in Kampala are made for the betterment of all stakeholders	280	10	206	300	300	150	60	3.39	1.101

Stakeholders' views are taken care of in planning for effective street parking in Kampala during execution of the management contract PPP project	2		1	3	2	1							
	7	1	9	1	2	9	5		3.				
	7	3	(5	(9	(6	(5	(1	4	1.2				
	7	3	4)	0)	4)	6)	3)	5	83				
Stakeholders regularly get feedback after meeting with managers in charge of coordinating the execution of the management contract PPP project	2		1	2	2	1							
	7	1	9	6	5	8		3.					
	7	4	(5	(7	(5	(2	8	3	1.2				
	6	4	5)	4)	1)	3)	%	2	20				
Stakeholders are engaged in identifying priority parking spaces during execution of the management contract PPP project	2		1	2	2	1							
	7	1	9	7	4	8	8	3.					
	7	4	(5	(7	(6	(5	(2	3	1.2				
	4	6	4)	7)	9)	1)	3)	2	22				

Source: Field Primary Data

Key: SD= strongly disagree, D=Disagree, NS = Not sure, A= Agree, SA=strongly agree, M=Missing and N=number

From table above, the respondents were asked in order to find out whether, a number KCCA and Multiplex Limited's stakeholders participate in developing standard operating procedures for execution of the management contract PPP project for improved street parking in Kampala; respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 21% strongly agreed, while 31% agreed, 25% were neutral, while 17% disagreed and 5% strongly disagreed. This implies that the 52% of the respondents were in approval, 22% disagreed with a mean of 3.47 and Standard deviation of 1.137. From the statistics above with 52% in agreement, this is an aspect to be upheld by the Multiplex Uganda Limited in comparison to the 22% who were in disagreement. In the in-depth interview, one of the participants mentioned that:

"The management does what is possible to involve stakeholders in the implementation of PPP Projects and this is a positive though most times some are

busy engaged in their work but still market surveys are done once a year to check our performance". The above was also reinforced by another key informant who mentioned that; *"In many of the meetings I have participated in, majorly drivers freely inquire about the records and status of the work and they are often given timely and accurate feedback by the administrators".*

From the findings above, this shows that to deliver on effective parking in urban areas, this aspect should be upheld. From the findings of the study the respondents were asked if Multiplex Limited usually involves drivers in meetings to discuss about changes being done during execution of the management contract PPP project for improved street parking in Kampala. Of the total respondents, 19% strongly agreed, while 29% agreed, 25% were neutral, while 17% disagreed and 6% strongly disagreed. This implies that 48% of the respondents were in approval while 22% disagreed and 25% had a neutral opinion with a mean of 3.39 and Standard Deviation of 1.174. From the statistics above, this shows that this is a key attribute which should be well managed by the Multiplex to enhance effective street parking in Kampala. The respondents were asked whether the changes being done during execution of the management contract PPP project for improved street parking in Kampala are made for the betterment of all stakeholders.

The results from the study revealed that, of the total respondents, 17% strongly agreed, while 31% agreed, 30% were neutral, while 15% disagreed and 6% strongly disagreed. This implies that the majority, 48% of the respondents were in agreement as shown by the statistics, with a mean of 3.39 and Standard Deviation of 1.101. The different statistics implied that this is an aspect to be upheld if effective street parking is to be enhanced. In determining whether Stakeholders' views are taken care of in planning for effective street parking in Kampala during execution of the management contract PPP project, the study revealed that; of the total respondents, 19% strongly agreed, while 31% agreed, and 22% were neutral, while 19% disagreed and 5% strongly disagreed. This implies that the majority, 50% of the respondents were in agreement as shown with the statistics, 24% disagreed with a mean of 3.45 and Standard Deviation of 1.283.

From the findings above this shows that the stakeholders' views are taken care in planning for service delivery which is a key aspect to effective street parking in Kampala. The findings are

supported by interview results where one interviewee said;

“This is done at 3 levels and so all the levels cannot be biased which is a plus for effective street parking in urban areas”.

The above findings show that Multiplex Uganda management need to uphold this aspect in totality. In order to find out whether, stakeholders regularly get feedback after meeting with managers in charge of coordinating the execution of the management contract PPP project; respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 19% strongly agreed, while 26% agreed, 25% were neutral, while 18% disagreed and 8% strongly disagreed.

This implies that the majority, 45% of the respondents were in approval, with a mean of 3.32 and Standard Deviation of 1.220. From the statistics above with 45% in agreement this is an aspect to Multiplex Uganda limited to be upheld in comparison to the 26% who were in disagreement. From the findings above, this shows that to deliver on the effective street parking in Kampala city of Uganda, this aspect should be upheld. From the findings of the study the respondents were asked about whether stakeholders are engaged in identifying priority parking spaces during execution of the management contract PPP project. Of the total respondents, 19% strongly agreed, while 27% agreed, 24% were neutral, while 18% disagreed and 8% strongly disagreed. This implies that 46% of the respondents were in approval while 26% disagreed and 24% had a neutral opinion with a mean of 3.32 and Standard Deviation of 1.322. From the statistics above, it indicates that this is a key attribute which should be addressed by the Multiplex Uganda management.

4.3 Correlation analysis results for stakeholder participation in the execution of management contract PPP projects for effective street parking in Kampala by Multiplex Limited

Table 2: Correlation results for stakeholder participation in the execution of management contract PPP projects for effective street parking in Kampala, by Multiplex Limited.

Correlations			
		Stakeholder Involvement	Urban parking Best Practices
Stakeholder participation in PPP Project implementation	Pearson Correlation	1	.608**
	Sig. (2-tailed)		.000
	N	290	290

Effective street parking in urban areas	Pearson Correlation	.608**	1
	Sig. (2-tailed)	.000	
	N	290	290

** . Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows that there is a moderate positive relationship between stakeholder participation in the execution of management contract PPP projects and effective street parking in Kampala, ($r=0.608$ $p=0.000$ $N=290$). The relationship is statistically significant at 95% confidence level since p-value (Sig.) is less than 0.050 ($=0.000$). This implies that improvements in stakeholder participation in the execution of management contract PPP projects is related to improvements in street parking in Kampala. Similarly decline in stakeholder participation in the execution of management contract PPP projects is related to decline in street parking in Kampala.

4.4 Regression analysis results for stakeholder participation in the execution of management contract PPP project for effective street parking in Kampala, by Multiplex Limited

Regression analysis was used to establish the extent to which stakeholder participation in the execution of PPP projects affects positively street parking in Kampala. The coefficient of determination (R Square) was used and the results are presented in the table 3 below.

Table 3: Model summary for stakeholder participation in the execution of management contract PPP project for effective street parking in Kampala, by Multiplex Limited

Model	R	R Square	Adjusted R Square
1	.608 ^a	.370	.367

Table 3 shows that the coefficient of determination (Adjusted R Square) is 0.357. This implies that stakeholder participation in the execution of management contract PPP projects accounts for 36.7% of the variance in street parking in Kampala. There are therefore other factors outside stakeholder participation in the execution of management contract PPP projects measures that contribute to the greater percentage of street parking in Kampala. To assess the overall significance of the model, Analysis of Variance (ANOVA) was generated and the results are presented in the table 4 below.

Table 4: Analysis of Variables (ANOVA) for stakeholder participation in the execution of management contract PPP projects for effective street parking in Kampala, by Multiplex Limited.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	69.143	1	69.143	143.798	.000 ^a
Residual	117.804	245	.481		
Total	186.946	246			

a. Predictors: (Constant), Stakeholder Involvement.

b. Dependent Variable: Urban Parking Best Practices.

In determining whether a regression model is significant, the decision rule is that the calculated p-value (level of significance) must be less than or equal to 0.05. Since the calculated p-value of 0.000 is less than 0.05, the regression model was found to be statistically significant ($F=143.798$, $df = 1$, $p<0.05 (=0.000)$). This means that stakeholder participation in the execution of management contract PPP projects have a significant effect on improvement of street parking in Kampala. Therefore, improved stakeholder participation in the execution of management contract PPP projects have a significant positive effect on street parking in Kampala. These quantitative findings are in line with the views of one of the key informants when he responded to the question of whether stakeholder participation in the execution of management contract PPP projects affects street parking in Kampala and he had this to say:

“stakeholder participation in the execution of management contract PPP projects is one way of correcting and learning from each other and in this case our objective of improved street parking in Kampala will be achieved and if this is not done we will continue to have fights and yet we know how detrimental they are to development”.

Research findings from correlation analysis established that stakeholder participation in the execution of management contract PPP projects have a moderate positive statistically significant relationship with improved street parking in Kampala. Findings from regression analysis further affirmed that stakeholder participation in the execution of management contract PPP projects

have a significant positive effect on street parking in Kampala. In summary it was clearly observed that both qualitative and the quantitative data drew to conclusion that improvements in stakeholder participation in the execution of management contract PPP projects relates to improvements in street parking in Kampala. Similarly decline in the stakeholder participation in the execution of PPP projects relates to decline in street parking in Kampala.

5. Discussion of the findings

First and foremost, from the review of literature, it was found out that stakeholder theory is very relevant to the execution of PPP projects to ensure effective street parking in urban areas. This finding is in line with scholars such Freeman [48] as well as Engel, Fischer and Galetovic [19] who noted that, “stakeholders are those groups without their support, the organization would cease to exist and it may equally mean any group or individual that can affect, or is affected by the achievement of the organization’s purpose [19]. This finding is also in line with scholars such as Jones and Wicks [50] who identified and put forward three forms of stakeholders’ “approaches namely descriptive, normative, and instrumental stakeholder approaches. According to Jones and Wicks [50], the descriptive approach emphasizes understanding the relationship between an organization and its stakeholders while the normative approach emphasizes that organizations should take all stakeholders into consideration, as a moral responsibility. Subsequently from the 1990s, this theory has gradually improved and has even provided an influence of organizational behaviour.

It has been extensively applied in business management, investment program analysis, program management and project management. It has even evolved into a popular analysis tool in the field of development. Thirdly this finding is in line with scholars such as Ke and Wang [51] who assert that, it is helpful to introduce the Stakeholder Theory to the PPP project, and to use it as a basis to choose decision-making criteria. Specifically, it helps analyse demands of different stakeholders, ensures that profits are proportional to investments and risks. To some extent, it stimulates stakeholders to actively cooperate with each other, especially in public investment projects aimed at offering government public service, all of which should be directed by the stakeholder theory. Finally, this finding is in line with Donaldson and Preston [52] who opine that one of the critics of stakeholders theory is that it does not make a clear distinction between enterprise and corporation but just dramatically overstates the separation of ownership and control, generalizing from

corporations to all enterprises without clearly providing best practices in harnessing and harmonizing the different stakeholders interest with harm to stakeholders interest and project time lines.

The study went ahead to establish that there is a significant relationship between stakeholder participation in the execution of management contract PPP project and ensuring effective street parking in urban area. The finding of the study was in concurrence with Klijn and Koppenjan [35] who assert that during the implementation of PPP projects, including different stakeholders usually improves the substance and creativity of recommendations and arrangements, and upgrades majority rules system [34] [35]. Secondly, this finding of the study was also in line with Verweij [53] who opined that stakeholder participation in PPP execution is upgraded by the manner in which most PPP projects are offered.

Thirdly, this finding of the study is in agreement with Davies and Hentschke [20] who contend that the contribution of different stakeholders on PPP project implementation really has some kind of strong positive effect on operation, maintenance and management of street parking in urban areas. Also, finding of the study complements the works of Klijn and Edelenbos [36] who opines that prior research done on PPPs for urban parking has demonstrated that stakeholder inclusion had positive effect on execution of management contract PPP projects for effective street parking. Additionally, this finding was in line with scholars such as Hodge, Greve and Boardman [37] who suggest that, although one may anticipate that, by and large, the inclusion of stakeholders in execution of PPP projects won't be exceptionally high, the above contentions in the writing as discussed would recommend that in those situations where there is (more) inclusion of stakeholders, there will be a positive effect on the operation, maintenance and management of street parking in urban areas.

Finally, the above finding is in conformity with the works of Hodge and Greve who say that in such manner, acknowledging critical commitment between stakeholder participation and PPP project implementation for effective street parking in urban areas is fundamental to stakeholder participation in the implementation of management contract PPP projects to ensure effective street parking in urban areas [38]. Actually some scholars contend that participation of different stakeholders in the execution of PPP projects usually lead to better performance of agencies that are responsible for ensuring effective street parking in urban area.

6. Recommendations

Kampala Capital City Authority should always ensure that the management of Multiplex Uganda Limited involves a number of different stakeholders such as policy makers, politicians, technical people and staff in the execution of management contract PPP projects based on the best practices recommended by stake holder management theory. The management of Multiplex Uganda Limited should make sure that the different stakeholders' views are taken care of in planning for execution of the PPP Projects to ensure effective street parking in Kampala. This drives meaning and ownership of stakeholders as they view inclusion and partnership in the role of parking management in the city.

The management of Multiplex Uganda Limited should make sure the various stakeholders regularly get feedback about the decisions reached in meetings for reviewing the performance of management contract PPP project if they are to effectively ensure improved street parking in Kampala city of Uganda. This will make stakeholders to give full support to the management contract PPP project since they will also view themselves as partners in identifying priority parking spaces, thus their involvement is paramount in rules development. The management of Multiplex should have to regulate street parking and make sure vehicles follow set guidelines when parking. This assists in keeping the vehicles in line and avoid the traffic jam on roads as this leads to avoiding wastage of man hours.

7. Conclusion

Findings of the review of literature indicated that stakeholder theory is extremely relevant to the execution of management contract PPP projects since ensuring that key stakeholders participate in the implementation of management contract PPP Projects leads to effective street parking of urban areas. Furthermore, findings of the review of literature indicated there is a moderate positive relationship between stakeholder participation in the execution of management contract PPP projects and effective street parking in Kampala, ($r=0.608$ $p=0.000$ $N=290$). The relationship is statistically significant at 95% confidence level since p -value (Sig.) is less than 0.050 ($=0.000$). This implies that improvements in stakeholder participation in the execution of management contract PPP projects is related to improvements in street parking in Kampala. Similarly decline in stakeholder participation in the execution of management contract PPP projects is related to decline in street parking in Kampala. Thirdly, findings from descriptive statistics of the study revealed some key lessons to uphold which include; the involvement by Multiplex in rules development, Stakeholders'

views are taken care in planning for service delivery. However, it was also revealed that some gaps need to be improved through ensuring that the Multiplex limited involves drivers in meeting to discuss about changes being done and such changes should be made for betterment of their work. As stakeholders regularly get feedback after meeting, they should be engaged in identifying priority parking spaces.

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