

**PROSPECTS AND CHALLENGES OF PUBLIC PRIVATE
PARTNERSHIP IN CAR PARK MANAGEMENT IN
KUMASI: (CASE OF KMA AND GOLD STREET REAL ESTATE CONSULT)**

By

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DECLARATION

I hereby declare that this submission is my own work towards the Masters of Science in Procurement Management and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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DEDICATION

To the glory of Almighty God, I dedicate this research to my family and friends who have supported me throughout the course and in coming out with this piece.

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ACKNOWLEDGEMENT

I will be forever grateful to the Almighty God for the gift of life. I thank my family for the support throughout the period of study. I feel greatly indebted to all people who helped me in diverse ways to write this thesis. Specific names Mrs Veronica Ellimah, however, need to be mentioned. I am also grateful to Dr Anthony Kwame Danso my supervisor, for his suggestions and corrections; his inputs have enriched the report.

My sincere thanks go to all staff of the Kumasi Metropolitan Assembly especially Head of Urban Roads. I also thank the staff of Gold Street and car park users in the Metropolis who responded to my questionnaire. I am also grateful to friends who assisted me in diverse ways to undertake this study.



ABSTRACT

Public Private Partnership (PPP) has become a major approach for government to procure goods and services for many nations. However, concerns are often raised about the partnership between a public entity and private ones as a result of their motives of operation. Public entities often operate on a low profit base with private entities being profit oriented organisations. This necessitated the study of a partnership between KMA and Gold Street in the provision of car parks in the Kumasi Metropolis.

Literature was reviewed on Public Private Partnership (PPP) types and mode of operation. Five (5) methods were identified as well as the challenges and prospects of PPP and matched again data collected from the field.

Data for the study was obtained from primary and secondary sources. Purposive sampling procedure was used to select the major people involved in using a particular method in the district. Data collected from the survey was collated, synthesized and analyzed to provide the reference point for analysis.

Key findings included:

- ❖ Contract Management is the type of partnership been used by KMA and Gold Street.
- ❖ The partnership has helped ensured the generation of revenue to the Assembly and security for the car park users.
- ❖ Bureaucracy and delay in release of funds are the main challenges of the partnership.
- ❖ There is a high potential for revenue generation if challenges are addressed

Education of car park users on the operations of the partnership as well as a need for timely release of funds was some of the key recommendations.

LIST OF ACRONYMS

DB	Design Build
DBB	Design-Bid-Build
BOO	Build-Own-Operate
BOOT	Build-Own-Operate-Transfer
BTO	Build-Transfer-Operate
CBD	Central Business District
KMA	Kumasi Metropolitan Assembly
PPP	Public-Private Partnership



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CHAPTER ONE

INTRODUCTION

BACKGROUND

Globally, and especially in many developing countries, the role of government in the provision of public infrastructure and services is enormous. Harris (2003) mentioned that governments in both the developed and developing countries have entrusted the delivery of public infrastructure and services such as: transport, telecommunication, energy, water, sanitation, health, education, policing and defence to state owned monopolies or other public sector/government departments. This monopoly is because most of these services are considered 'public goods' and therefore needs to be provided by government especially at a lower cost.

However, the huge burdens on government budgets and erratic macroeconomic trends have necessitated government to look for alternative methods of providing these public goods (Chege, 2001). Public Private Partnership (PPP) which is an approach of government collaborating with private firms to provide goods and services has grown as an alternative way to release government from its burden of responsibilities. Farlam (2005) asserts that, PPP is often argued not only to be an approach to government procurement of goods and services but also a more effective way of providing goods and services. This is as a result of the private sector investment and also the view that risk and benefits are borne by both government and the private sector.

In Ghana, the Ministry of Finance and Economic Planning (2011), mentioned in the national policy for PPP that, the approach is not substitute to government's role in the provision of resources but seeks to complement government's efforts in providing infrastructure and quality services. This assertion can be seen in the arrangement between the private and public sectors. It is a two sided contribution that leads to providing public good. Provision of some essential

public goods such as toilet and sanitation facilities have for some time now been given to private firms to operate and manage. These have caused achievement in these sectors.

However, the collaboration between public and private entities, the role of the public procurement in their activities cannot be ignored. With the Public Procurement Act, Act 663 (2003) clearly establishing key processes for public institution spending, the question is how does the procurement processes influences the effectiveness of PPP.

A critical look at the above discussions emphasise the importance of PPP in public procurement and the provision of public goods. However, the partnership of two entities that have different objectives in their operations is likely to cause problems. How does the private sector which is profit motivated work in line with government to perform its responsibilities. It is thus imperative to undertake this study to assess the prospect and challenges of PPP (partnership between KMA and GOLD STREET REAL ESTATE CONSULT) in the provision of parking space services for motorist in Kumasi Metropolis. The critical role of the procurement process the financing of activities in the PPP will be looked at.

1.2 PROBLEM STATEMENT

According to Hansson (2010) the local government level are mandated to provide a range of services to local residents, including social services, education, and public transport. He however argues that economic strains at the local level have necessitated different 'market models' to ensure that local government is still able to provide public goods. The Public Procurement Act has been an effective legal framework in Ghana to regulate public spending. This ensures that the limited resource is used judiciously to bring the needed development. However, many questions remain about the government's spending ability as well as its ability to provide certain infrastructure and services. Burger and Hawkesworth (2011) mentioned that

PPP has been a window of opportunity for most governments to partner with the private sector to assist it in fulfilling its mandate of infrastructure and service provision.

Notwithstanding the potential of PPP to ensure effective provision of public good at an efficient cost level and also effectiveness in terms of quality, there remains the challenge of the two entities merging their strengths in the provision of public good and services. This is particularly because public goods are mostly not for profit. How does a profit minded organisation (private firm) and a public organisation collaborate to provide goods and services? How does the issue of Public procurement pan out between the two organisations in their attempt to work together? These questions have necessitated the need to look at public private partnership agreements, its challenges and prospect particularly how their differences and the factor of public procurement affect their provision of infrastructure and services.

This is done in the case of GOLD STREET REAL ESTATE CONSULT's management of parking space services in the Central Business District (CBD) in the Kumasi Metropolis.

1.3 AIMS OF THE STUDY

The main of the study is to find out the prospects and challenges of public-private partnership in car park management in the Central Business District in Kumasi.

1.4 OBJECTIVES OF THE STUDY

In order to achieve the aim of finding out the prospects and challenges of PPP in car par park management in Kumasi, the following specific objectives were set:

- To identify the arrangement in the Public Private Partnership between Gold Street Real Estate Consult and KMA.
- To examine the influence of the PPP in the provision of parking space services in the KMA.

- To identify prospects and challenges of the Partnership between KMA and Gold Street Real Estate Consult in managing car parks in Kumasi.

1.5 RESEARCH QUESTIONS

- What is the Public Private Partnership arrangement between KMA and Gold Street Real Estate Consult?
- What is the influence of PPP in the provision of parking space services in the Kumasi?
- What are the prospects and challenges the Partnership between KMA and Gold Street Real Estate Consult in managing car parks in Kumasi?

1.6 JUSTIFICATION FOR THE PROJECT

Public-Private partnership is often used by the public sector to ensure that services are provided at reduced cost to ensure value for money. However, not much study has been than to look at the prospects and challenges of such partnership particularly in the provision of car park services in the Kumasi Metropolis. This necessitates the need to undertake this research to fill the gap and provide more insight into PPPs in Ghana.

In addition, Gold Street Real Estate Consult and KMA will find the study useful as it will serve as a baseline study on their partnership and give them an insight on their challenges and prospects and make use of recommendations to improve the services they provide.

1.7 THE SCOPE OF THE STUDY

The study was done in the Kumasi Metropolitan Assembly. Focus was on the PPP arrangement between Gold Street Real Estate Consult and KMA in the district. The target population from whom data was sourced included; Gold Street Real Estate Consult officers, staff of urban road (KMA) and car park users.

1.8 ORGANISATION OF STUDY

This study is organized into five chapters. Chapter one of the thesis discusses the overview of the study, problem definition, research question, research objectives, significance of the study. Chapter two presents the relevant literature review on public private partnership, types of PPP, PPP for procurement and the use of PPP in providing infrastructure and services as well as a theoretical framework. Chapter three details the methodology adopted for the study. It indicates the population, sample, research design and instrument for data collection and its presentation and how these methods assist in achieving the research objectives. Chapter four presents data analysis, findings and discussions. Finally, Chapter five concludes the study by presenting summary of findings, conclusion, and recommendations.



CHAPTER TWO

PROCUREMENT IN PUBLIC PRIVATE PARTNERSHIP

2.1 INTRODUCTION

This chapter reviews scholarly works and other literatures on Public-Private Partnership. The review focuses on defining key concepts of the study, understanding the concept of public-private partnership and looking at an overview of PPP in Ghana particularly legal frameworks amongst other things. Literature also reviewed the forms of PPP, the kind of PPP between KMA and Gold Street Estate Consult. In this chapter, a number of relevant literatures on the PPP and service provision are presented in order to establish and provide answers to the research question. Lessons learnt from literature and a figure conceptualizing the thoughts of the study is also presented.

2.2 DEFINITION OF CONCEPT

The key concepts of the study which are Partnerships, Public Private Partnership and Parking Management are presented in this section.

2.2.1 PARTNERSHIP

Partnership is basically understood to be a collaboration or unity between two people in performing an activity. Murray et al (2003) however defines partnership in a professional sense as a formal legal agreement between two or more entities (individuals or organisations) to do business with each party having a share or ownership in the business. From this definition, it is imperative to note that partnerships are hinged on three key indicators, these are: an agreement; legal framework and parties of the agreement. These indicators should thus be the start point of assessment of any partnership. Partnerships in literature are also found to be amongst government and private individuals and lead to the next concept to be discussed. This is Public Private Partnership (PPP) the focus of this study.

2.2.2 PUBLIC-PRIVATE PARTNERSHIP

Public-Private Partnerships has been a concept of debate among scholars and international organisations. The concept is interpreted to mean privatization or contracting by some scholars. The International Institute of sustainable Development (2012, pp.2) considers it as a generic name that is being applied to several different types of contractual agreements between the State and the private sector for the purpose of public infrastructure development and services provision'. Though it gives an explanation of the concept, it leaves some details such as the legality attached to it as was discussed under the concept of partnerships. This definition gap is addressed by an earlier definition by (Burnett, 2005) who explains PPP to be a legal agreement between the public sector (government or subsidiary institutions) and private sector (individual or company) in the provision of goods or services which often is the responsibility of government.

Burnett's emphasis on government responsibility in providing most of the good and services in PPP is in line with an assertion made by Jones (2007) who agrees to the notion that local governments, public corporations, hospitals, schools etc. have the responsibility of providing some goods and services to general public. However, there is a gradual upsurge in Private Sector involvement. Clive Harris a Private Sector Development Specialist in Private Sector Advisory Services Department at the World Bank quoted in a work by South African Institute of International Affairs (2005) explains that the high rise in need for the private sector to be involved in activities of government by stating that government particularly in developing countries 'failed by the 1990s in their attempts to provide critical infrastructure services to their citizens. Chronic inefficiency, poor pricing policies, and corruption meant that these companies could not provide adequate services to existing consumers, let alone consider expanding services'. This clear statement of the problem shows the importance of the private entities to

partner public institutions to relieve them of some burden and also ensure that the goods and services are provided in a more effective and efficient way.

2.1.3 PARKING MANAGEMENT

Another key concept of this study is parking management service which is the outcome of the PPP under study. Parking is one important stage of everyday driving. Placing one's vehicle at a point that will not inconvenience others as well as the driver is very important. Asiyanbola and Akinpelu (2012) examine the effects of not having places to park to include, congestion, accidents, lateness and slowness in business amongst others. Though places for parking used to be a necessity for developed countries, the influx of vehicles in developing country such as Ghana has necessitated the need for parking lots particularly in business centers where people park cars and other vehicles to do business. In most developing countries, places designated for parking are expected to be provided by governments or private entities for free or a fee.

Litman (2013) mentioned that parking spaces provided for a fee also help to reduce congestion. This idea is adopted in many countries to achieve some objectives mentioned. With the high cost in road construction and management of cities, parking management has come as an alternative management to tolling and other revenue sources to control congestion whiles getting revenue from parking (Naparstek, 2007).

The concept is found in three cities in Ghana including Accra, Takoradi and Kumasi. However, for the purpose of this study, focus is on parking management through a PPP arrangement by KMA and Gold Street Real Estate.

2.3 OVERVIEW OF PPP IN GHANA

Public Private Partnership is a key tool used by government in Ghana. According to the Ministry of Finance and Economic Planning of Ghana (2011), PPP is a contractual arrangement between a public entity and a private sector party, with clear agreement on shared objectives for the provision of public infrastructure and services traditionally provided by the public sector. This definition is clearly in line with the definition by Burnett indicated earlier. The concept is used by most institutions especially local governments in Ghana who are mostly responsible for procuring a product or providing some goods and services to the general public.

2.3.1 LEGAL FRAMEWORK of PPP in Ghana

To ensure a continuous and effective public private partnership, Antwi-Agyei (2009) recognises the need for a comprehensive legal and regulatory framework to spell out the arrangements in the partnership and guard operations of the partnering parties. In Ghana, the legal and regulatory frameworks used for PPP are the Public-Private Partnership draft bill and the Public Procurement Policy of Ghana. This emphasise the development of the concept in Ghana. Though it is in use there is only a draft bill to adequately guide the process to achieve its full potential.

2.4 GUIDING PRINCIPLES OF PPP IN GHANA

To ensure effective and efficient PPP process in Ghana, the Public Procurement Draft bill enlists a number of principles underlying PPP arrangements. These include:

Value for money

The PPP is an arrangement that is mostly done to reduce burden on government or to achieve higher effectiveness and efficiency. Therefore the PPPs are designed to give greater value for

money than what could be attained if the project was otherwise carried out under a realistic public sector funded options under traditional public procurement mechanism. Suhaiza (2013) attributes value for money to private sector innovation and the competitiveness amongst private entities to partner with government. However, the bill admonishes all partnering institutions to strive and achieve this to promote future partnership and value for any resource invested.

Risk Allocation

To enhance the attainment of the objectives of this Act, the bill proposes that every PPP arrangement shall have a clear table or metrics showing the allocation of risks to the party best able to control and manage the identified risks. (Ke, 2010) mentioned that there is the need for risk allocation strategies in PPP to achieve efficient contract negotiation and reduce conflicts during the concession period. There is also the need for Contracting Entities and approval authorities to take the risk allocation arrangement and the result of any Value for Money assessment into account in considering the applicable PPP method for any PPP Project.

Affordability

The means of affordability amongst all stakeholders is key in PPP arrangements. The ability of end-users which is the public to afford the output of a PPP is critical in forming the partnership. Per this a project feasibility study is done to test the feasibility of the project. Such projects according to the PPP bill of Ghana shall contain;

- (a) Long-term affordability to the public and overall Government budgetary sustainability given other priorities and commitments of Government.
- (b) forward commitments in relation to public expenditure
- (c) the potential for returns on private sector investment,

Clear Objectives and Output Requirements

Again to achieve value for money, contracting parties in a PPP should make sure that the objective and requirements of the agreement are made clear. What the project seeks to achieve at the end of the day should be clear to both parties.

Accountability

One key principle of the PPP process is accountability. An arrangement between two parties who have different orientations with regards to profits, need to be clear to avoid any confusion. Record keeping of all operations is key together with strict adherence to the law to avoid confusion on operations.

Fairness and Transparency

A PPP project should ensure fairness, transparency, cost effectiveness and also competition in the selection criteria. The public should be in the know and be clear on the solicitation process. Solicitation documents, applicable documents and evaluation criteria must lead to value for money. Solicitation documents must be made available to all private entities who qualify to be part of the process and there shall be equal opportunities for all eligible candidates who comply with the solicitation process.

2.5 TYPES OF PPP

Public Private Partnerships varies depending on the contractual arrangement between the various parties. These forms are described by Palmer (2009) in a PPP Continuum framework as shown in Figure 2.1 According to Burger (2008), Private partners usually design, build, finance, operate and manage capital asset and make available to government or directly to the public for use. Government ensures there is sufficient transfer of risk to ensure the private entity operates

efficiently. Government is also responsible for quality and quantity of the service it requires from private partners as will be realised from discussions of the various forms of PPPs.

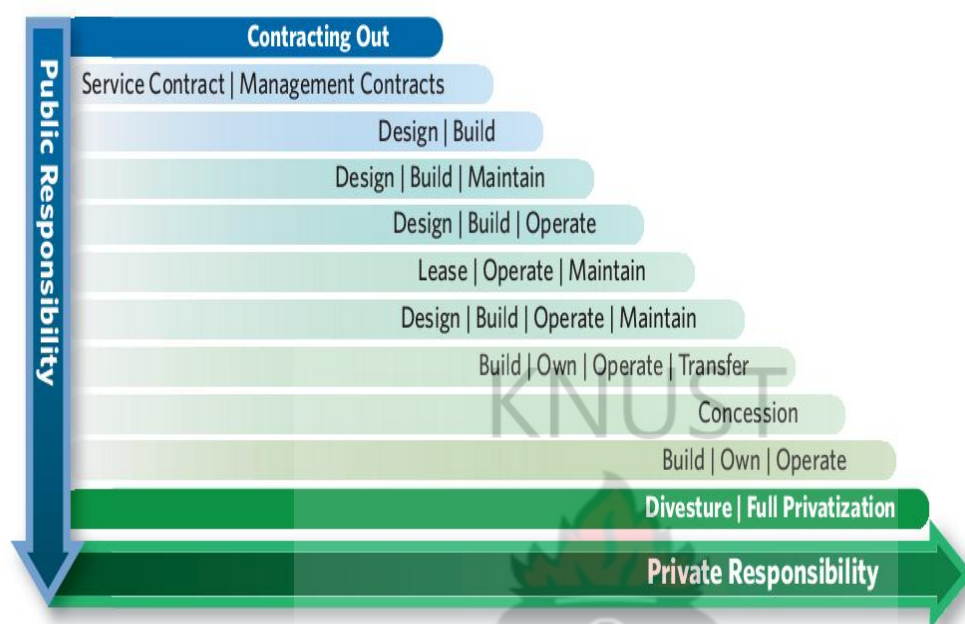


Figure 2.1 Forms of Public Private Partnerships in a Continuum

Source: Adopted from Palmer (2009)

A few of these forms of PPPs commonly used are explained below.

2.5.1 SERVICE CONTRACT/MANAGEMENT CONTRACTS

In Service or management Contracts, the public organisation hires a private company to carry out one or more specified tasks over a period of time. The Public Organisation remains the main provider of the infrastructure or service whiles contracting out portions of its operation to the private partner. The private partner must perform the service at the agreed cost and must typically meet performance standards set by the Public organisation as set out in contract. Governments generally use competitive bidding procedures to award service contracts. Under a service contract, Public entity is responsible for funding any capital investments required to expand or improve the system.

2.5.2 DESIGN BUILD (DB)

The Design Build model is a public-private partnership approach in which the private partner designs and builds a facility for the government agency, generally within a specific timeframe for a fixed fee. In addition to its general role of securing eminent domain and right-of-way, the public partner will provide oversight, operation and maintenance once construction is complete, as well as retain ownership of the infrastructure.

2.5.3 DESIGN BID BUILD (DBB)

The Design Bid Build model is a public-private partnership approach in which the government agency contracts with two separate private sector entities. For example, the contract to design is given to an independent private organisation and construction to a different private contractor. The public sector retains responsibility for financing, operating and maintaining the infrastructure.

2.5.4 BUILD-OWN-OPERATE-TRANSFER (BOOT)

Build-Own-Operate-Transfer which is normally called 'BOOT' is an agreement between public and private entities to build, own operate and later transfer for ownership. The private sector is responsible for the design, construction and operation of the infrastructure over the project term, with ownership and control returning to the public sector at the end of the contract. Public entity sometimes provides land or a resource that it owns to a private entity for this purpose and later takes over the service or facility.

2.5.5 BUILD-OWN-OPERATE (BOO)

Here the private sector retains complete ownership of the infrastructure after completing the design and construction phases and also continues to operate the facility, essentially replacing the government as provider of public services for the length of the contract term.

2.5.6 BUILD-TRANSFER-OPERATE (BTO)

In this case the public sector assumes ownership of the infrastructure on completion of the design and builds phases, leasing it back to the private sector for operation.

2.5.7 CONCESSIONS

In a concession agreement, the concessionaire (private organisation/individual) is responsible for the full delivery of services in a specified area, operation, maintenance, management, and construction and rehabilitation of the management system. Under the concession, the operator is responsible for all capital investment. While the Public entity is responsible for establishing performance standards and ensuring that the concessionaire meets them. In essence, the Assembly's role shifts from being the service provider to regulating the price and quality of service.

2.6 KMA AND GOLD STREET REAL ESTATE CONSULT'S PAID PARKING SCHEME

The Kumasi Metropolitan Assembly which is the local administrative body for the Kumasi Metropolis is in a formal agreement with Gold Street Real Estate Consult (Private Organisation) to manage its parking lots in the Kumasi Metropolis. This Partnership is aimed at getting Kumasi rid of indiscriminate parking and congestion on roads particularly in the business district where large number of parked cars and human beings compete for driving space with moving vehicles. This problem calls for a need for appropriate parking places for cars to reduce congestion while ensuring the safety of people's cars.

According to an online profile by Kumasi Investment Promotion Unit (2011), KMA through Gold Street Real Estate Consult operates three major off-street parking facilities in Kumasi. Two of these facilities they note are located in the central business district (KMA Central car

park and Prisons' car par) with the third a little away from the central business district (Prempeh Assembly Hall).

In addition, the profile again indicates that, the city has converted portions of about 54 streets in the business district into parking lots. In all, there are a total of about 1,278 individual parking spaces that has been created from the already narrow roads in Kumasi to ease congestion and to gain some revenue.

The 'Adum Paid Parking Scheme' which is the name of the Partnership/Project started in 2006 after Gold Street Estate was contracted through a competitive bidding process to manage the car parks. The car parks charge GH¢ 0.50 per hour for on-street parking and GH¢ 1 for off-street parking (Anum - Adams et al, 2014). The scheme has yielded a lot of benefits to de-congestion and revenue generation in the Metropolis. Cars that were hitherto parked wrongly are doing the right thing as wrongful parking leads to a fine or towing of vehicles to be retrieved later with a heavier fine. The involvement of a private organisation seems to be doing the trick as there is accountability as well as effectiveness in providing parking services to commuters in the area.

2.7 PROSPECTS OF PPP

According to a Canadian report ((Government of Quebec), 2004), a PPP presents numerous advantages both for the public partner and the private partner. Below is a summary of the advantages that accrue to both private and public partners.

Improved Service Quality

By the use of contracts, the public partner is able to specify and regulate the level of service quality to be offered to the public. The private sector may also carry special expertise and technology that will result in improved service quality. The use of competition in operations may create even more incentives for improved quality by means of entrepreneurial development and innovation.

Lower project costs

PPP projects typically encompass a wide range of activities – design, construction, and future service provision. If all these activities are held together – bundled – in one project rather than being separated into its different parts, better overall solutions are possible to accomplish and the chance to exploit scale economies increases. Consequently, considerable cost reductions may be achieved.

Earlier and faster construction

If the public sector is unable to finance all the projects that are considered to be beneficial from a socio-economic point of view then the private sector can participate in the financing of some projects organised as PPP projects. Thereby, public resources for investments may be better allocated over time, and the positive effects of an infrastructure investment may arrive earlier than if only public financing is available (Statskontoret, 1998).

Better budget fulfillment

When the private sector is responsible for the design, construction and future service production that public sector can be assured that the project goals are reached and kept in line with the price agreed upon at the time of signing the contract. This reduces the possibility for large unexpected cost increases, which facilitates the long-term planning of the public sector.

Risk sharing

PPP projects should be designed so that each specific risk associated with the project is borne by the partner best suited to handle this risk. This is considered as one of the most important advantages of a PPP project solution. Since PPP projects typically give the private sector a greater responsibility for project design, construction, and service obligations and financing, there is a net transfer of risk from the public sector to the private sector. In the literature, there is a general consensus that private firms are better than the public sector to manage construction

and market risk and project time - if they are in charge of a project. For example, a private firm exposed to a market risk will act vigorously to safeguard the profitability of the project. However, some risks, like weather, natural disasters and policy changes are better managed by the public sector. Some risks may be shared by both partners.

2.8 CHALLENGES OF PUBLIC PRIVATE PARTNERSHIP

A major challenge of PPP is the cooperation between the public and private entities to achieve a common goal. Mehta (2012) opines that, the difference in working styles of two organisations can hinder a corporation between them. It is clear that private agencies or individuals are profit minded and use all means and approaches that will yield them the needed profits. However, Public institutions are not profit minded and often produce to meet the needs of people very considerate of the poor and vulnerable. Getting two conflicting motivated organisations to put resources and ideas together is difficult especially on issues of profits and investment.

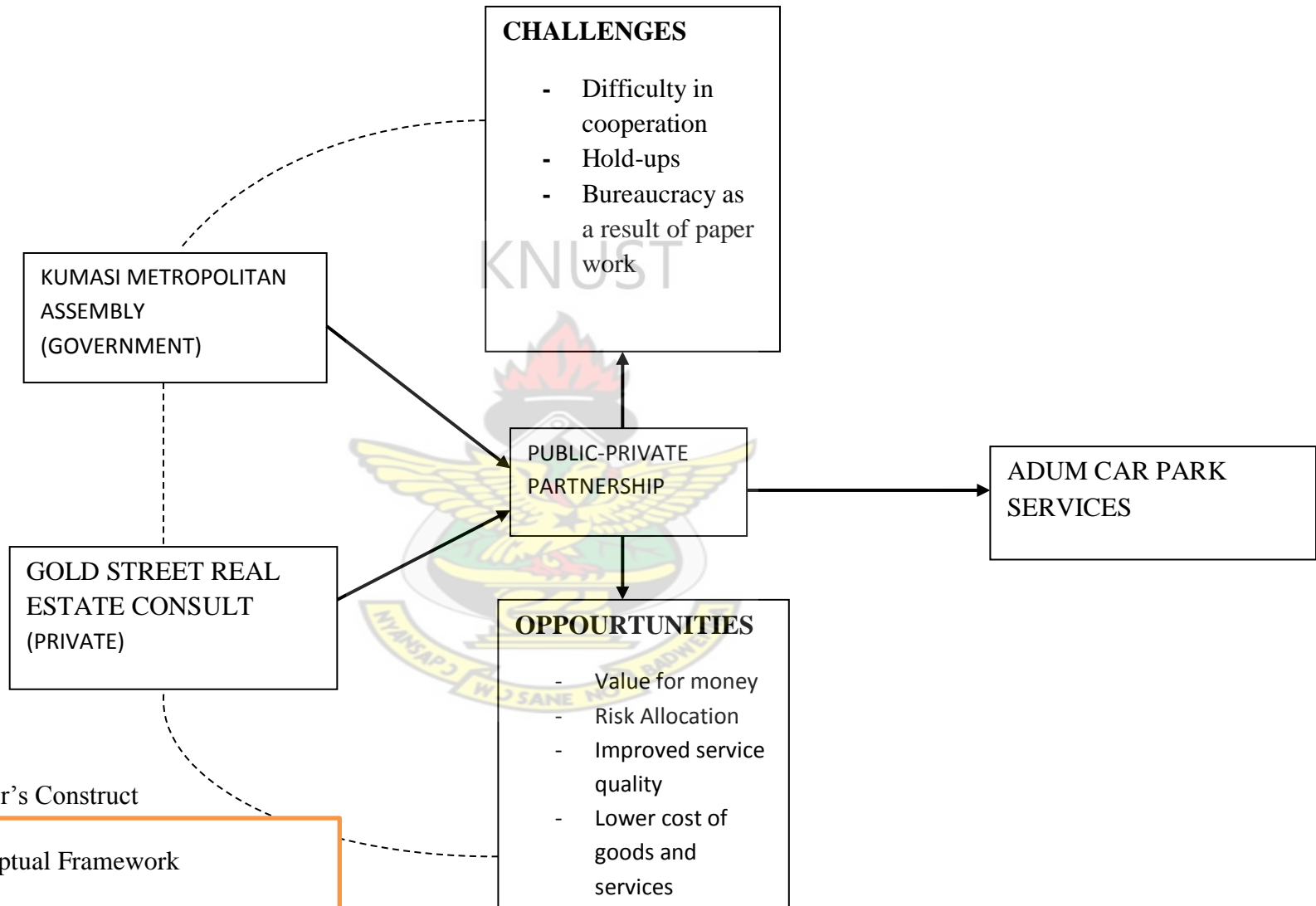
Hold-up problems occur when un-anticipated events place the contractual relationship outside the self-enforcing range. This may happen because all the actors in a PPP are ignorant or because one actor deceives the other actors by providing incomplete or distorted disclosure of information (Klein, 1996). These types of hold-ups are much more difficult to handle with simple rules as they thrive on opportunistic behaviour. They may only gradually become apparent to the other actors involved in a long-term project as they acquire information about the project's functioning and effects.

Many PPP projects presume long-term commitment from all parties, which may create lock-ins and reduced flexibility. Lock-ins may sometimes be exploited strategically, as in the case of hostage-taking. This refers to when one party has made a sunk investment in a second party, an investment that presumes that the relationship continues. The second party may use this sunk cost as a hostage to hold up the first party, ensuring that a sequence of transactions takes place

or seeking renegotiations in its favour (Hoff, 1994). In case a project is profit-making the actor in control of costs and revenues can continue to manage the project as long as it wants. However, if the project is loss-making the actor in control can either demand a renegotiation. This means that the public partner is in a potentially disadvantageous position. All profitable projects will continue without renegotiations and all loss-making projects stand the risk of being renegotiated or terminated.

2.9 LESSONS LEARNT FROM LITERATURE

- PPP is a key tool for government in taking care of the public which is its core responsibility. The combination of resources to take care of the public though difficult looks a better way of performing effectively through harnessing of potentials from both public and private firms.
- PPP in Ghana is still growing as there is yet to be a fully passed bill to regulate activities of PPPs in Ghana.
- The principles of PPP are all geared towards achieving value for money. The investments made by each entity in a PPP agreement is enough motivation to guard against any factors that inhibit the value of an investment
- The variety in options of PPP arrangements give depth and offers a number of choices to entities to make the right choice that suits both of them. The non-reliance on just mere partnership but variety in options of arrangement ensures fairness.
- The essence of PPP in ensuring parking management in big cities cannot be overemphasized. This is seen in the effort being replicated in other two major big cities in Ghana which are Accra and Takoradi.



Source: Author's Construct

Fig 2.2 Conceptual Framework

Literature reviewed was used in modeling the study as can be seen in Figure 2.2. The PPP arrangement between KMA and Gold Street Real Estate Consult is directly aimed at providing parking spaces in the Kumasi Metropolis. However, for the partnership to be successful, the prospects of the partnership need to be built upon to overcome the identified challenges as shown in the conceptual framework. The challenges identified are seen to be influencing both parties of the PPP and thus the need to use the prospects of the PPP to help in achieving the ultimate goal of providing parking spaces in Kumasi.



CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter presents the research methodology adopted for the study. The chapter begins with the research approach and design, study population, sample size and the technique. The chapter further explains the data collection and analysis method. The Profile of Kumasi Metropolitan Assembly is also presented to give an overview of the institution been studied.

3.2 RESEARCH DESIGN

The study adopted a case study as the methodology for the study. A case study is an in-depth study of a particular research problem. Yin (2003) asserts that it is a useful design when not much is known about a phenomenon such as this study. Yin (1984) identifies three basic principles underlying case studies. Firstly, “how” and “why” questions are used. However, “what” questions are used when the case study is for exploratory purposes. Secondly, case study requires no control over behavioural events and thirdly, the case study focuses on contemporary events.

In view of the above principles, the case study has been selected for this research since the research fulfills all of them. Again, the use of case study provides much detailed information about the phenomenon (Naele et al, 2006). Therefore the use of this design will provide detail information on the role of PPP in providing car park services.

3.3 DESIGN OF FIELD SURVEY INSTRUMENTS

The research questions were developed by the researcher and were reviewed by some experts in academia and in procurement practice. The questionnaire was pre-tested to

identify and eliminate potential ambiguity in the questionnaire. Generally, the questionnaire was designed to collect general data from the Department of Urban Roads (KMA), Gold Street and Car Park users. These questions were grouped into categories to collect data on nature of procurement systems, state of compliance, as well as the effect of the public procurement reform on entities in the Ashanti Region.

3.4 RESEARCH POPULATION

Purposive sampling was used for the study. The purposive sampling technique is used when one wants to access a particular subset of people. It was used to identify the selected groups. The groups that were targeted include; officers of Gold Street Real Estate Consult and staff of the Department of Urban Roads (KMA).

3.5 DATA COLLECTION

3.5.1 DATA COLLECTION PROCEDURE/METHOD

The research strategy that was employed for the study was case study. The application of a case study as a distinctive strategy from empirical enquiry is of particular interest in this study. This is because, it would allow for the gaining of holistic and rich understanding of Public private partnership and its effectiveness in procurement of public goods.

3.5.2 MODE OF DATA COLLECTION AND SOURCE

The mode of data collection will be primary and secondary sources. The secondary sources includes published documents, reports, journals, periodicals, the Internet, magazines, newspapers, reports, journals and national documents. However, primary data collection

includes interviewing staffs of GOLD STREET REAL ESTATE CONSULT, relevant staff of the KMA and car park users.

3.6 DATA ANALYSIS

The Data collected was integrated and synchronized meticulously to allow for a clear and a much transparent pattern of analysis and for ease of understanding as well. Both quantitative and qualitative methods would be used in the analysis of the data gathered from primary and secondary sources. Quantitative data however was coded, counted, categorized in tables and processed into information for the benefit of the research study using computer software such as Statistical Package for the Social Sciences (SPSS) to facilitate the analysis process.

3.7 DISTRICT PROFILE

The Kumasi Metropolitan Assembly is located in the Capital City of Ashanti Region of Ghana. The Kumasi city is a transitional forest zone and is about 270km north of the national capital, Accra. Its unique central location makes it accessible from all corners of the country. It is the second largest city in the country and administrative capital of the Ashanti Region. It covers an area of about 254sq/km and approximately ten (10) kilometers in radius. Its physical structure is basically circular with a central located commercial area. It has an equatorial rainforest climatic zone with a mean annual rainfall of between 1200m and 1500m.

The average minimum temperature is about 21.5⁰c and a maximum average temperature of 30.7⁰c. The average humidity is about 84.16 percent at 0900 GMT and 60 percent at 1500 GMT. The moderate temperature and humidity and the double maxima rainfall regime (214.3mm in June and 165.2mm in September) have a direct effect on population growth and the environment as it has precipitated the influx of people from every part of the country

and beyond is frontiers to the Metropolis. The influx of people into the Metropolis has stimulated commercial and industrial activities which when well explored can be a major revenue source to the KMA.

The population of the city was about 1,062,806 in 2000 (Ghana Statistical Service 2010). It accounts for about (32.4%) of the region's population with a projection of 2.0 million at the end of year 2010. The population density of the city is 5.47% (National 2.7% 2006). There is a high migration rate and the daytime population is about 2.3 million people. The influx of people into the Metropolis has stimulated commercial and industrial activities which when properly explored could be a major revenue source for the Assembly.

The major Economic activities in the Kumasi Metropolis are trade, service and commerce accounting for 71% of the economic activities within the metropolis. Industry accounts for 24% and agricultural accounts for 5% of economic activities. The major economic activity points are the Central Market which happens to be the largest open air market in the ECOWAS Sub Region. It has over 10,000 stores and stalls. The city also has about twenty-eight satellite markets. There is also the Adum Shopping Centre which also happens to be the heartbeat of commerce in the metropolis. There is also the Sokoban Wood Village which is the timber Products market of the metropolis. There is the Kaase/Asokwa Industrial Area and the Suame Magazine and Asafo, which are among the biggest garages in the country (auto-mobile assembly, repair and spare parts shops). Other economic Activities are the manufacturing and sale of agro processing machines and tools. There is also the quarrying and real estate development activity within the metropolis.

The Kumasi Metropolitan Assembly constitutes the highest political authority in the Metropolis. It guides, directs and supervises all other administrative authority in the city. Politically, the KMA is ruled by 102 elected assembly members, ten members of Parliament forty members appointed by the state. It is divided into 10 administrative Sub Metropolitan

Council areas namely:-Bantama, Subin, Manhyia, Oforikrom, Tafo-Pakrono, Nhyiaeso, Kwadaso, Suame, Asokwa and Asawasi. It has 24 Town Councils and 419 Unit Committees (KMA Development Plan, 2006 – 2009). The KMA is headed by a Metropolitan Chief Executive who is appointed by the President of Ghana with prior approval of not less than two-thirds of the Metropolitan Assembly members.

Administratively, the KMA is managed by technocrats headed by the Metropolitan Coordinating Director (MCD) who carries out the business of the Assembly. The sixteen decentralized departments of the KMA include the Central Administration, Planning, Budget, Works, Legal, Estate, Health, Finance, Internal Audit, Waste Management, Transport, Town and Country Planning, Social Welfare, Community Development and Education. Each of these departments plays an operational and coordinating role in support of decentralized development activities of the KMA.

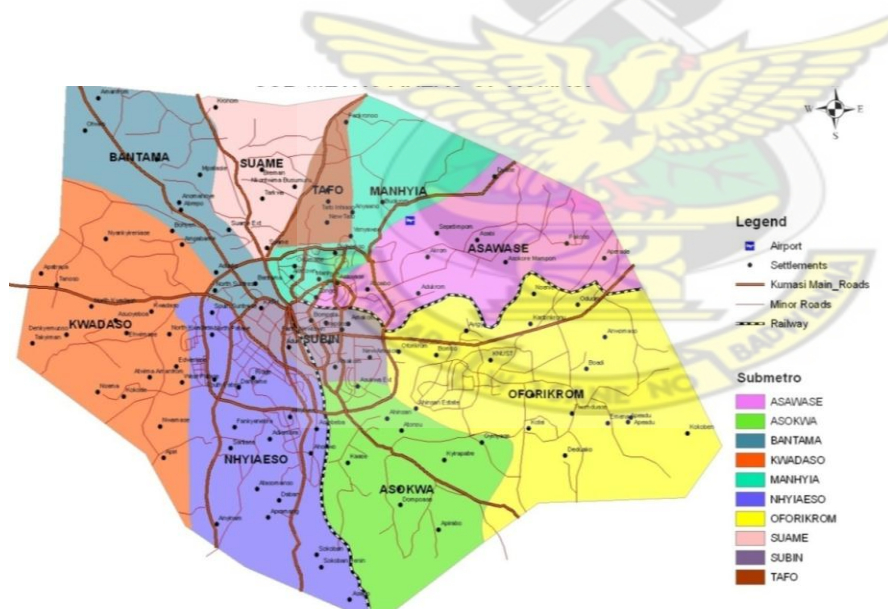


Figure 3.1: Sub-Metro Areas of Kumasi

Scale: 1:2000

Source: Town and Country Planning Dept. (KMA 2009)

3.8 ETHICS

The study was carried out taking into consideration the highest form of research ethics and standards. First and foremost the confidentiality of respondents was ensured by not attaching names to responses. Again respondents' privacy and freedom were also respected to ensure data was collected in the most convenient atmosphere. The use of high ethical standards ensured the researcher obtained the right data in the right amount for analysis.



CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 INTRODUCTION

This chapter presents findings from the field. Data on the characteristic of Respondents and all other relevant information in relation to the objectives of the study are presented here. Data collected from the field survey is analysed as per the objectives of the study. The findings from the data analysis informed the final chapter of the study based on the problems identified from the data analysis.

4.2 CATEGORY OF RESPONDENTS AND THEIR CHARACTERISTICS

Data was gathered from three categories of respondents in the within the Kumasi Metropolitan Assembly and relevant to the scope of work. These included officials from KMA and Gold Street as well as users of the car parks. These respondents were selected due to the availability of information required for the study. Table 4.1 indicates the number of respondents interviewed during the survey.

Table 4.1 Category of Respondents

Category of Respondents	Number of Respondents
District Assembly Staff	3
Staff of Gold Street	2
Car Park Users	50
Total	55

Source: *Researcher's field survey, September 2014*

4.2.1 KUMASI METROPOLITAN ASSEMBLY

Kumasi Metropolitan Assembly is a key partner in the provision of car park services in the Kumasi metropolitan Assembly. KMA is the providers of the car parks and are also responsible for providing the legal framework of operations as well as the fees to be charged. This makes them a key body for the study. Due to time constraint and limited resources, key staffs of the Assembly who are involved with the project were interviewed. They included; Traffic Engineer, Urban Roads Transport Manager and Head of Urban Roads.

4.2.2 GOLD STREET CONSULT

Gold Street Consult which is also the other partner in the PPP arrangement was interviewed. Gold Street is responsible for the management of the parking lots and as a result collects the daily tolls. Though Gold Street was initially responsible for cleaning the car parks, that responsibility has been removed from the agreement. However, they are responsible for ensuring that people comply with the responsibilities of the parking lot and ensure that defaulters who park ant wrong places are sanctioned. Key staff of Gold Street Interviewed include; Operations Manager and General Manager.

4.2.3 CAR PARK USERS

These were also another important category of respondents. A total of 50 car park users were interviewed to acquire the needed information. Out of this, 59% were males whereas 41% were females. This was quite purposeful to ensure gender sensitivity in the responses given. The car park users fell within the age range of 18 to 73 years with a greater proportion (66%) being between the ages of 25 to 45 years. This indicated the activeness of people who actually used the car parks. Table 4.2 gives the various age cohorts of all the car park users interviewed.

Table 4.2.: Age Distribution of Car Park Users

Age cohorts	Frequency	Percentage
18-24	2	4
25-35	17	34
36-45	16	32
46-60	12	24
Above 60 years	3	6
Total	50	100.0

Source: *Researcher's field survey, September 2014*

The data gathered revealed that 56 percent of the car park users were engaged in trading and commercial activities. This can be attributed to the fact that the area where the car parks are located is the central business district of Kumasi and thus the same people engaged in trade make use of the car parks to park their vehicles. It was followed by people in the service sector both public and private as can be seen in Table 4.3.

Table 4.3.: Occupational characteristics of Car Park Users

Economic Activity	Frequency	Percent
Industry	4	8
Trading	28	56
Service	18	36
Total	50	100.0

Source: *Researcher's field survey, September 2014*

4.3 PARTNERSHIP BETWEEN KMA AND GOLD STREET

The partnership was signed in 2006 between Gold Street and KMA. Respondents indicated that the partnership type was a MANAGEMENT CONTRACT with roles to be carried out by both KMA and Gold Street. These roles they mentioned included:

4.3.1 Roles of KMA In Car Park Service

KMA as the main organisation in the partnership has only hired Gold Street to carry out some specified tasks over a 5 year period.

- KMA as the public organisation is responsible for providing the infrastructure which includes first the sites for the project to be carried out, the roads, parking lots, remarking and installation of sign post.
- KMA is responsible for any investments in expanding and improvement in car parks.
- The legal framework for running the project is also determined by KMA. Determination of the parking fees is also determined by KMA and periodically reviewed by the same organisation.
- KMA who more or less are employers of Gold Street are also responsible for paying Gold Street what is termed as ‘management fees’ from proceeds from the car parks (40% of gross incomes).
- KMA also monitors the collection of tolls by Gold Street to ensure they meet the standards set out in the contract.

4.3.2 Roles of Gold Street in Car Park Service

The role of Gold Street is quite straight forward. As Palmer (2009) explains, in Contract Management, the Public entity contracts part of an operation to a Private entity. Gold Street in this case is contracted to take responsibility for collection of the tolls from the car park users. People who fail to park in the correct place are also sanctioned by Gold Street by

towing or clamping such cars. It was also mentioned that at the initial part of the partnership, Gold Street was responsible for cleaning the car parks but that has been taken out of the contract. These roles outlined affirm Government of Quebec's (2004) Assertion that PPP reduces burden of Public Entities. This is because KMA would have had to acquire clamps, towing of cars and even the personnel at higher cost in order to undertake the project.

4.4 OBJECTIVE OF THE PPP ARRANGEMENT

The PPP arrangement was agreed mainly to ensure the provision of the car parks. The objective is in line with the PPP draft bill of Ghana which encourages the use of PPPs in achieving specific objectives. Other specific objectives include;

- Provision of on-street and off-street parking services in the Central Business District.
- Reducing congestion and traffic in the CBD
- Creation of employment opportunities through the partnership
- Revenue generation from tolls collected from car parks

The achievements of these objectives are subsequently elaborated in section 4.7.

4.5 AWARENESS OF PARTNERSHIP

The awareness of the partnership was also inquired from the car park users to verify their knowledge on the partnership and their understanding of the operations of KMA and Gold Street. This is shown in figure 5.1

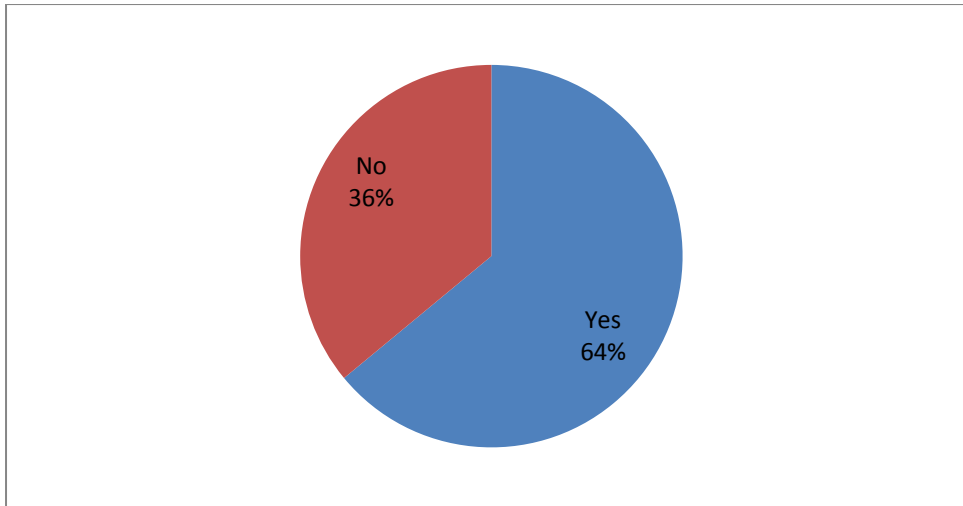


Fig.4.1 Awareness of Partnership

Source: Source: *Researcher's field survey, September 2014*

Majority of the car park users (64%) were aware of the partnership between KMA and Gold Street in offering the car park services. This they indicated was from radio awareness programs that were organized prior to the car parks. However 36% of the car park users had no idea about the partnership and thought it was just KMA who were responsible for the project. The lack of awareness of the partnership was identified to be associated with cooperation and payment problems by car park users who often attitudes of the parking lots not been government properties and thus no need to pay for it. It was also interesting that these 36% of respondents who did not know about the partnership also did not know much about the car park services particularly the scheme's off street parking at KMA.

Impression about Car Parks

Data gathered from the car park users who were in the know on the partnership indicated that majority of them were impressed with the partnership.

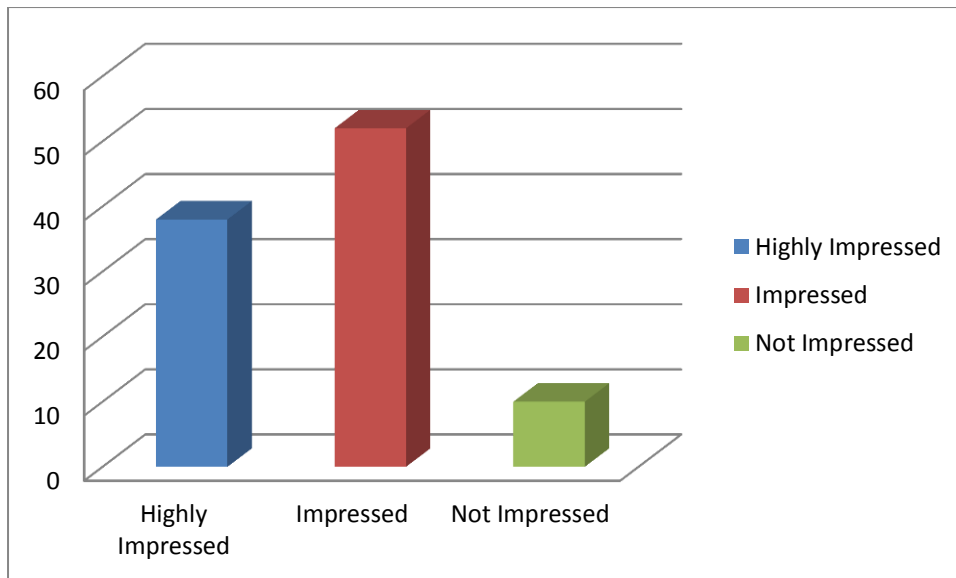


Fig 4.2 Impression about Partnership

Source: *Researcher's field survey, September 2014*

52% and 38% of the car park users who knew of the partnership indicated they were impressed and highly impressed with the partnership. They mentioned that the car parks which they provided were well demarcated and the toll collectors were readily available to direct collect the tolls when needed. Their assessment of the partnership they indicated was based on the output of the partnership which is well organized parks as a result of the partnership between KMA and Gold Street. The impression of the car park users can be said to be based on the assertion by Government of Quebec (2004) that improvement in service quality is a prospect of PPP

4.6 Potentials, Opportunities, Constraints and Challenges (POCC) of Institutions

A POCC analysis was also done on both institutions to identify the potentials, opportunities, constraints and challenges of both institutions in the partnership.

Table 4.4 POCC of KMA in Partnership

POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Personnel availability	Availability of the infrastructure	Bureaucratic procedures in performing certain functions	Delay in release of road funds
Effective Legal and Regulatory Framework	Effective cooperation from the car park users		Competition from private car parks which have low rates.
Road funds for providing infrastructure			Gold Street's allowing phone sellers to park all day to transact business.
Availability of Project Monitoring and Evaluation Team			

Source: Researcher's field survey, September 2014

Table 4.4 shows a POCC of KMA in the partnership. It is interesting to note that KMA has a lot of potentials such as the availability of the road funds and a monitoring and evaluation

team both to expand the project and also monitor progress and make recommendations. However, lack of cooperation in areas such as allowing phone sellers and other car boot sellers to park on street all day for little tokens reduces revenue and challenges KMA in their operations as they rely on the revenue to carry out the project. Again bureaucracy as is often the case in government organisations also limits KMA in undertaking their roles as there is sometimes difficulty in getting funds to perform their roles.

Table 4.5 POCC of Gold Street in Partnership

POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Personnel availability	Availability of the infrastructure		Some of the marking in the car parks takes KMA longer time to do remarking
Availability of logistics for managing car parks	Support from KMA Cooperation by some car park users. Location of car parks		Competition from private car parks which have low rates. Some shop owners refuse to use off street parking lots because of location Delay in release of funds by KMA Bureaucratic procedures in dealing with KMA

Source: Researcher's field survey, September 2014

The POCC for KMA was similar in some ways to Gold Street as they also boasted of enough and competent personnel for performing their roles in the partnership. They also had enough logistics such as towing cars and clamps for sanctioning defaulters. However, most of the challenges they identified as facing came from KMA. These they revealed included the delay in the release of funds, bureaucratic procedures and KMA's failure to remark the demarcations thus making it difficult to manage the car parks.

These two tables clearly show the strong capacity of the two institutions to perform their roles in the partnership. However, the challenges identified by them are major hindrances in performing their roles for effective partnership. This can be seen in the inconsistencies in the revenue they are generating.

4.7 EFFECTS OF THE PARTNERSHIP

Respondents from both KMA and Gold Street generally agreed that the partnership has helped achieve the objectives it set out to achieve. The achievements were explained to include:

Car Parks

The scheme set out to provide car park services in the Metropolis. Data gathered revealed that the Metropolis has a substantial number of on street and off street car parks developed since the scheme began in 2006 as presented in Table 4.6

Table 4.6 Car Parks in the Central Business District

On-Street Car Parks	Capacity
Prison Car Park	30
Adum Car Park	1570
Off-Street Car Parks	
KMA Central Car Park	1200
Prempeh Assembly Hall	200
Total	3000

Source: Researcher's field survey, September 2014

Revenue Generation

Revenue for the Metropolitan Assembly was one key objective of the car parking scheme. Revenue is mainly generated from tolls, clamped and tolled vehicles and illegally parked or overstaying vehicles. Figure 5.3 shows the yearly data trend for the year 2011-2013. From the data, it is evident that the scheme gained a lot of revenue for the year 2011 as revenue progressed from the beginning of the year to the end.

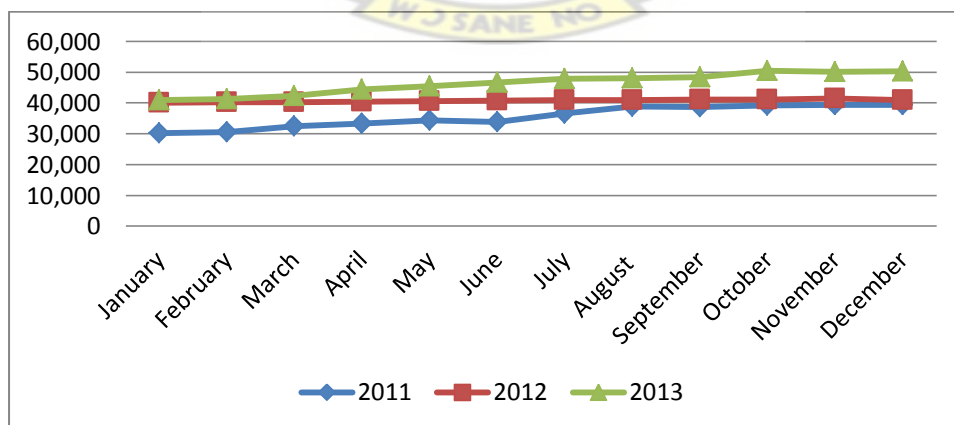


Fig.4.3 Monthly Revenue In Ghana

Source: Research field Survey, September 2014

However, it is critical to note that, though data agrees with literature in ability of PPPs to generate revenue the data revealed that though revenue for the year 2012 increased significantly, the progressive trend was quite marginal as revenue collection was stagnant in terms of marginal increase in trends. This trend however increased in 2013. An interesting trend in the trend diagram was that, revenue collection always fell in September for all the years.

This is possibly due to the rain which does not allow people to move to the Central Business District. The annual revenue for the 3 years was GH¢426,495, GH¢489, 355 and GH¢556,174 for the years 2012, 2013 and 2014 respectively. This shows 14.6% percentage increase from the year 2011 to 2012 and 13.6% percentage increase from 2012 to 2013. These figures show a lump sum of money that has been accrued from the car parks. However a trend analysis of the amounts received shows shortfalls in money received and thus a need to strengthen the partnership to improve the revenue collection rate.

4.8 BENEFITS OF THE CAR PARKS TO USERS

The car park users generally agreed that the car parks had a lot of benefits to them. These the mentioned included security of cars, ready access to areas to park and undertake activities and also the ease in traffic congestion on the roads as shown in figure 5.4

From the figure it can be realised that 68% of respondents' answers indicated that the car parks were a safe haven for their cars. With toll collectors acting as security when you park your car and hanging around it till you return to pay, some form of security is assured. Indeed one of the car park users stated that..." A key benefit of this car park is the security it provides vehicles. Cars are parked in an organized environment with people to look after it.

It assures users of safety when they park to transact their business either within hours or the entire day if you are a worker without a car park”.

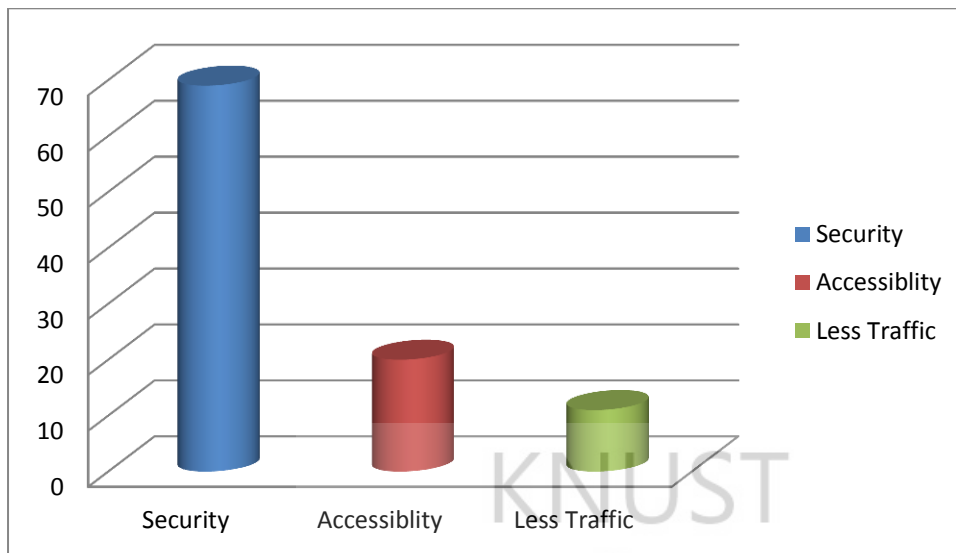


Figure 4.4 Benefits of Car Parks

Source: Research Field Survey, September 2014

Again 21% of respondents were happy with the easy access to car park places for their car parks. Majority of these respondents were business men and women who indicated that hitherto the car parks, getting an organized place to park your vehicles were quite difficult. There were either wrong parking which could inconvenience you when you wanted to move out or park. However, now with toll collectors organizing the parking and sanctioning drivers it had improved parking significantly in the CBD.

Lastly, a significant 11% mentioned the ease in traffic from these car parks. They opined that organized parking was the key to reduced traffic in the Metropolis. They contended that, though the traffic situation was not the best and could be improved upon by clearing the street from hawkers. The on and off-street parking in the metropolis were very beneficial to them as users as they are able to maneuver and park in the CBD with little stress.

Respondents answers are synonymous with those indicated by Asiyambola and Akinpelu (2009) n similar study organized in Nigeria.

4.9 PPP AND PROCUREMENT PRINCIPLES

The partnership was also ranked against the principles of PPP. This is shown in Table 4.7.

Table 4.7 Rated Principles of PPP

Principle	Rating
Value for Money	(1) (2) (3) (4)
Risk Allocation	(1) (2) (3) (4)
Affordability	(1) (2) (3) (4)
Accountability	(1) (2) (3) (4)
Scale: 1= Strongly Agree, 2= Agree, 3=Disagree, 4= Strongly Disagree	

Source: *Researcher's field survey, September 2014*

From the Table, respondents indicated that they strongly disagreed with the partnership achieving the principle of value for money. This they indicated was as a result of the shortfalls in the generation of revenue. This information crosschecked with the revenue generated was right. In the sense that though there was a constant rise in the revenue the marginal increases can be improved if the shortfalls in the collection process were resolved. Again Suhaiza (2013) indicates that VFM can be achieved through the innovation from private sector. This calls for understanding in the partnership and encouragement of the private sector to be more innovative or be changed.

However, the other principles were agreed with. Risk Allocation, Affordability and Accountability were all agreed by respondents. Data from the POCC also agreed with this information.

4.10 CHALLENGES OF THE PPP

- Bureaucracy was a major challenge identified to be affecting the partnership. This was identified by both institutions. There is a lot of paper work in acquiring funds and other logistics needed for the project. This was a major setback as activities by both KMA and Gold Street had to be delayed. For instance Gold Street was found to have not received their share of the revenue for the last 3 months as a result of paper work.
- Delay in the release of funds was also a major impediment. Funds are the lifeblood for most projects. However, both institutions complained of the delay in the release of funds. The road fund which helps in operation often delays and thus affects monies to be released to Gold Street as well. This affects accountability and affordability.
- Collaboration between the two organisations also leaves a lot to be desired. This affects commitment by Gold Street particularly which is a private organisations and could face legal issues. For instance Gold Street was dragged to court by some land owners at the Central Business District for using their lands. However, KMA was found by Gold Street to be quite apathetic and thus felt not too supported.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This study began with a set of objectives and review of literature. Data was collected using an assessment tool and a set of questionnaire. The data was analysed to arrive at findings. The chapter outlines the summary of findings followed by conclusions of the study. It further gives recommendations to improve the partnership between KMA and Gold Street.

5.2 Summary of Findings

- KMA and Gold Street are operating on a Contract Management type of partnership with Gold Street only taking charge of collection of tolls from the car park users.
- KMA paid 40% of gross revenue generated from the collection of tolls, clamping and towing of cars.
- Majority of respondents indicated they were aware of the partnership between KMA and Gold Street. However, they were not aware of all details and operations such as the location of some of the off street car parks and shuttles that carried people from the off street car parks to the CBD.
- The partnership was generally viewed as impressive as a result of the results it was churning out. This included the number of car parks that was available and the marginal reduction in traffic congestion.
- The car park through the partnership has yielded a substantial amount of money to both KMA and Gold Street. However, there revenue for the various months and years has not been consistent.

- The low awareness on the partnership and the location of some off street parking lots could be a strong contributor to the inconsistent revenue generated from the car parks.
- Security, accessibility and reduction in vehicular traffic were found to be the major benefits of the car parks to the car park users.
- Of the four principles of the PPP assessed, transparency was the highest ranked principle. This is because KMA which is responsible for making all the decisions engaged all the stakeholders at all times.
- It was not very encouraging finding out that the respondents did not agree that the partnership did not ensure the achievement of value for money.

5.3 CONCLUSION

In conclusion the study was able to achieve all the objectives it outlined. Contract management was the major PPP type used. This method gives the Metropolitan Assembly charge of the project to ensure it runs wells. However, the collaboration cannot be said to be effective on all grounds. For partnership to be improved the Support from KMA should be deepened as Gold Street does to possess enough power to perform their roles as an independent body.

Furthermore, the partnership has been able to achieve its objectives. This is evident from the revenue generated, personnel recruited by Gold street as a result of the project and the increase in parking lots in the CBD. The car park users are benefitting from this partnership as they are happy with particularly security and accessibility. This shows how beneficial the partnership was having an effective based on the set out objectives.

Lastly a number of challenges were identified by both institutions as affecting the partnership. However, the partnership was also yielding a number of benefits. This means if these challenges are addressed the partnership had the potential of achieving beyond its objectives.

5.4 RECOMMENDATION

- The partnership has a potential for generating more income to KMA if the challenges facing the generation of revenue were tackled. For instance the on street phone sellers should be dealt with by increasing tolls to be paid to discourage them from on-street parking. Gold Street should also be well monitored and sanctioned to avoid further corruptive practices with the car park users to ensure enough money due the scheme is accrued.
- Both organisations should also be involved in educating the public on the partnership and their operations to ensure corporations and generation of extra income. For instance education of car park users could lead to an increase in the use of off-street car parks in the Metropolis.
- Funds from all major stakeholders should also be released on time as the existent of the partnership depends on it. KMA as the lead organisation could seek for alternative sources of funds if the road funds would always delay the actives outlined to be carried out.

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**PROSPECTS AND CHALLENGES OF PUBLIC-PRIVATE PARTNERSHIP IN CAR
PARK MANAGEMENT IN KUMASI: (CASE OF KMA AND GOLD STREET REAL
ESTATE CONSULT)**

By

ISAAC KWAME ELLIMAH

(PG9156213)

KNUST

A Thesis submitted to College Of Architecture And Planning

**Kwame Nkrumah University of Science and Technology in partial fulfillment of the
requirements for the degree of**

M.Sc. PROCUREMENT MANAGEMENT

AUGUST, 2014

Questionnaire for KMA

1. Gender: Male () Female ()
2. Age Group: 16-30yrs (), 31-45yrs () 46-60yrs () 61yrs and above ()
3. Position Held:.....
4. Level of Education and your area of specialization:
.....
.....
5. Is there a partnership arrangement between KMA and Gold Street Real Estate Consult for managing car parks in Kumasi?
a. Yes b. No
6. When was this partnership agreed?
.....
7. What specific form of Partnership is it?
.....
.....
8. What is the rationale behind the partnership?
.....
.....
.....

9. Is the partnership formalized?

a. Yes b. No

10. If yes, how does this partnership fall in line with the PPP bill of Ghana (Probe on how the legal requirements being used are complied with)?

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11. What are the roles of KMA in ensuring the success of the scheme under the partnership?

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12. What are the roles of Gold Street in ensuring the success of the scheme under the partnership?

.....

.....

.....

.....

13. How do you rate the partnership between KMA and Gold Street in terms of achieving the objectives of the scheme?

1. Poor 2. Fairly Good 3. Good 4. Very Good 5. Excellent

14. What are your reasons for this rating?

.....

.....

.....

.....

15. Rank on a scale of 5 your perception on the partnership's achievement of these principles of PPP

Principle	Rating
Value for Money	(1) (2) (3) (4)
Risk Allocation	(1) (2) (3) (4)
Affordability	(1) (2) (3) (4)
Accountability	(1) (2) (3) (4)
Scale: 1= Strongly Agree, 2= Agree, 3=Disagree, 4= Strongly Disagree	

16. How has the contribution of Gold Street developed car parking in Kumasi?

.....

.....

.....

.....

.....

.....

17. What are the total revenues generated from the project between 2011-2013?

	2011	2012	2013
January			
February			
March			
April			
May			
June			
July			
August			
September			
October			
November			
December			

18. Could these contributions be done without the involvement of Gold Street?

a. Yes b. No

19. What are the Potentials, Opportunities, Constraints and Challenges of the Partnership to city car parking?

POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES

20. How do you overcome these challenges?

.....

.....

.....

.....

.....

21. What are the Potentials, Opportunities, Constraints and Challenges of the KMA in complying with the agreement?

POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES

22. How do you overcome these challenges?

.....

.....

.....

.....

23. What are the prospects of the Partnership on Paid Car Parking Schemes in the City?

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.....

24. What do you recommend can be done to improve the Partnership?

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

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AUGUST, 2014

Questionnaire for Gold Street Real Estate Consult

1. Gender: Male () Female ()
2. Age Group: 16-30yrs (), 31-45yrs () 46-60yrs () 61yrs and above ()
3. Position Held:.....
4. Level of Education and your area of specialization:
.....
.....
5. What form of partnership do you have with Kumasi Metropolitan Assembly?
.....
.....
.....
.....
6. What are the roles of KMA under the partnership?
.....
.....
.....
.....
7. What are the roles of Gold Street Real Estate in the Partnership?
.....
.....
.....
.....

8. Do you consider KMA as a good partner in the management of car parks in Kumasi?

a. Yes b. No

9. Give reason (s) for answer in Q4

.....

.....

.....

10. Rank KMA on a scale of 5 on these indicators in their partnership with your organisation and your reasons. 1. Poor 2. Average 3. Good 4. Very Good 5. Excellent

Indicator	Rank	Reason
Transparency		
Accountability		

Fairness		
Corporation		

11. What are the objectives of the scheme?

.....

.....

.....

.....

12. Have you been able to meet these objectives?

- a. Yes b. No

13. Give reasons for the factors causing answer in Q8.

.....

.....

.....

.....

14. How has the partnership with KMA helped to meet these objectives?

.....

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.....

.....

15. What difference have you added to the management of car parks in the Kumasi Metropolis?

.....

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.....

.....

16. What are the Potentials, Opportunities, Constraints and Challenges in partnering KMA for the project?

POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES

17. What is Real Estate doing to overcome these challenges?

.....

.....

.....

.....

18. What would you recommend should be done to improve partnership to meet objectives?

.....

.....

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.....

19. Are there any prospects for PPP in car park management in Kumasi and Ghana?

a. Yes b. No

20. List these prospects

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.....
.....



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Questionnaire for Car Park Users

1. Age
2. Sex a. Male b. Female
3. Occupation
4. How often do you use the car parks services?
 - a. Daily b. Weekly c. Monthly d. Other specify.....
5. What is your general perception of the car park?
 - a. Essential b. Relevant c. Irrelevant c. Other
6. How much do you pay to use the parking services for an hour?
.....
7. What is the benefit of the car park to you as a user?
.....
.....
.....
.....
8. State the benefits of the car park to the areas they are located

.....

.....

.....

.....

9. What are the challenges of using the car park?

.....

.....

.....

.....

10. Are you aware of who owns and manages the car parks?

a. Yes b. No

10a. who owns and manages the car parks?

a. KMA b. Gold Street c. Partnership between KMA and Gold Street

11. Are you satisfied with the quality of services provided by car park attendants?

a. Yes b. No

11a. State reason for answer given in Q11

.....

.....

.....

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12. Do you think KMA alone can give the parking lot services?

.....

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13. What is your impression about the PPP arrangement between KMA and Gold Street in providing the car park services?

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.....

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14. What do you recommend could be done to improve the car park services?

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