



St. Mary University
School of Graduate Studies

**Practice and Challenges of Public-Private Partnership
for a Unified Billing System in Addis Ababa**

**A Thesis Submitted to the School of Graduate Studies of St. Mary University in Partial
Fulfillment of the Requirements for the Degree of Master of Business Administration.**

By
Tadesse Gudissa Megerssa

Adviser
Tilaye Kassahun (PhD)

Intentionally left as blank a page

St. Mery University
School of Graduate Studies
Master of Business Administration Program

Practice and Challenges of Public-Private Partnership
for a Unified Billing System in Addis Ababa

By

Tadesse Gudissa

Approved by Board of examiners:

Advisor

Signature

Examiner

Signature

Examiner

Signature

STATEMENT OF DECLARATION

This thesis is a presentation of my original research work. Wherever contributions of others are involved, every effort is made to indicate this clearly, with due reference to the literature, and acknowledgement of collaborative research and discussions.

Tadesse Gudissa

Signed: _____

Date of Submission: _____

SUPERVISOR'S DECLARATION

I, hereby, declare that this thesis is from the student's own work and effort, and all other sources of information used have been acknowledged. This thesis has been submitted to examiners with my approval.

Signed: _____

Advisor: Tilaye Kassahun (PhD)

Date: _____

ACKNOWLEDGEMENTS

First of all, I would like to thank almighty God who has been giving me everything to accomplish my study and this thesis: patience, health, wisdom, and blessing. I would like to thank you my adviser Tilaye Kassahun (PhD) for his support on this study.

My heart felt gratitude to Ato Behren Aserat for your guidance and valuable comments and suggestions from which I have benefited a lot. I am grateful. Also Uncle Tamiru your help is never forgotten thank you very much. And little brother Sisay Gudissa thank you being with me.

I need to say ‘thank you’ to the participating public utility organization and Kifiya employees who gave me such great support, and the respondents, without you this research would have not been possible. My special gratitude and thanks goes to Kifiya Family Ato Netsanet, Mulatua , Tigist, Sisay, Belen, Sami(The transporter), Tgist, Mahalet & Matiyas (Customer service), the two Dawit (Technology and Finance), Dr. Abiyot (MICT), Samrawit, Yohanes (Joo) and Myriam.

Lastly, but most importantly, my utmost gratitude to my beloved Merkeb Haile (Tafache) , this is your MBA thank you very much once again being with me with all ups and down.

ABBREVIATION

AACCSA	ADDIS ABABA CHAMBER OF COMMERCE AND SECTORAL ASSOCIATIONS
AAWSA	ADDIS ABABA WATER AND SEWERAGE AUTHORITY
BOT	BUILD-OPERATE-TRANSFER
BOO	BUILD-OWN-OPERATE
BOOT	BUILD-OWN-OPERATE-TRANSFER
CSC	COMMON SERVICE CENTERS
CBOS	COMMUNITY-BASED ORGANIZATIONS
CRO	CUSTODIAN RECONCILIATION OFFICER
DBFO	DESIGN-BUILDING-FINANCE-OPERATE
EEPCO	ETHIOPIAN ELECTRIC AND POWER CORPORATION
E-GOV	ELECTRONIC GOVERNMENT
GOG	GOVERNMENT OF GHANA
GTP	GROWTH AND TRANSFORMATION PLAN
ICB	INTERNATIONAL COMPETITIVE BIDDING
ICT	INFORMATION COMMUNICATION TECHNOLOGY
IFF	INFRASTRUCTURE FINANCE FACILITY
MCIT	MINISTRY OF COMMUNICATION, INFORMATION AND TECHNOLOGY
MDG	MILLENNIUM DEVELOPMENT GOALS
MDAS	MINISTRIES, DEPARTMENTS AND AGENCIES
MOF	MINISTRY OF FINANCE
MOFED	MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT
PPP	PUBLIC PRIVATE PARTNERSHIP
PSP	PRIVATE SECTOR PARTICIPATION
PDF	PROJECT DEVELOPMENT FACILITY
PID	PUBLIC INVESTMENT DIVISION
PSC	PUBLIC SECTOR COMPARATOR
SLA	SERVICE LEVEL AGREEMENT
SPSS	STATISTICAL PACKAGES FOR SOCIAL SCIENCES
UBS	UNIFIED BILLING SYSTEM
VFM	VALUE FOR MONEY

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	iii
ABBREVIATION	iv
LIST OF TABLE.....	vii
LIST OF FIGURES/CHARTS	vii
<i>ABSTRACT</i>	viii
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study.....	1
1.2 Statement of the problem	2
1.3 Research Questions	3
1.4 Objective of the Study	4
1.5 Significance of the study	4
1.6 Scope of the study	5
1.7 Definition of terms	6
1.8 Organization of the study	6
CHAPTER TWO: REVIEW OF RELATED LITERATURE	7
2.1 Review of Theoretical literature.....	7
2.2 Review of Empirical literature	20
2.3 Conceptual Frame work of the study	25
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY	27
3.1 Research Design and Approach	27
3.3 Target population and sampling Technique	27
3.4 Data Source and Type	29
3.5 Data Collection Method	29
3.6 Data Analysis and Presentation Method	30
3.6 Reliability and Validity	31
CHAPTER FOUR: RESULTS AND DISCUSSION	32
4.1 Introduction	32
4.2 Demographic Profile of Respondent	32
4.3 Practice of PPP UBS from Government or Public Body Prospective.....	34
4.4 Current Practice of PPP UBS from Private Partner Prospective.....	39
CHAPTER FIVE: FINDING, CONCLUSIONS AND RECOMMENDATIONS	47
5.1 Findings	47
5.2 Conclusions	48
5.3 Recommendation.....	50
References.....	51

LIST OF TABLE

Table 2.1 PPP Approaches	13
Table 2.2 Distinguish Common Characteristics of PPP Models	14
Table 2.3 Basic Project Delivery Options	16
Table 2.4 Practice and Challenges PPP approach in different Countries	21
Table 2.5 Data on Existing and Potential PPP in Ethiopia	24
Table 3.1 Public Organization Sector	28
Table 4.1 Respondent Demographic Profile.....	33
Table 4.2 Difficulty in managing UBS PPP	37
Table 4.3 General Practice Adaptation and Implementation of PPP.....	38
Table 4.4 Contextual Level of PPP of UBS.....	41
Table 4.5 Operational level of PPP in UBS.....	42
Table 4.6 Private party general challenges	44
Table 4.7 PPP Service Delivery Impact.....	45
Table 4.8 General Practice of PPP in UBS	46

LIST OF FIGURES/CHARTS

Figure 2.1 The Context of a Conducive PPP Framework	9
Figure 2.2 Levels of Conditions for PPP as the Part of the Development Strategy.....	26
Chart 4.1 Academic Background of Respondent	32
Chart 4.2 Legal and Institutional Frame Work Most Challenges	35
Chart 4.3 Current UBS PPP Modality from Utility Organization Prospective	39

ABSTRACT

This report presents findings from a study of the practice and challenge faced by public and private sector in adapting and implementing public-private partnership (PPP) in the unified billing system of Addis Ababa. It assesses the contextual and operational level of conditions for public-private partnership as development strategy. The research is an explorative research type and it is multiple case study and dominantly qualitative nature with some use of quantitative research design formats. The study used a mixed data which is qualitative and quantitative type to explore the challenge and practices faced in adapting and implementing PPP in unified billing system and illustrate the future research area for farther research. A total of 103 questioners were distributed for those purposively selected employee of kifiya financial technology plc which is a private partner and out of which 102 of questioner has filled and returned in time manner. Also 16 closed ended questioner which were used as a key informant for utility organization Ethio telecom, Addis Ababa water and sewerage Authority, Ethiopian Electric Power Corporation and Ministry of Information Communication Technology for beneficiaries and public partner respectively were distributed and 14 of them were responded accordingly the response from respondent has triangulated. The study revealed that the current conditional level of public private partnership lacks having Favorable legal framework, lack of government guidelines and procedures, Prevalence of dedicated institution, well organized and committed public agency, aggressive risk transfer of government & un clear and Substantial technical, operational and financial risk transfer method to the private party are identified as major challenge in adapting and implementing public private partnership approach as developmental strategy. However, currently adapted and implemented public-private partnership has created a chance to leverage private partner expertise, knowledge, capital investment and created an employment opportunity to the city.

KeyWords: Public-Private Partnership, Utility, UBS

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Public private-partnership (PPP), long term cooperation agreement between a public authority and the private sector to provide public services has become a popular approach to infrastructure development since the mid-1980s. The notation of partnership in the urban renewal and development has attracted considerable discourse in western countries, but the discussion on public management have tended to be polarized and both advocate and opponent of private sector involvement in private sector involvement in the provision of public service have emerged. (Ghere, 2001; Girmashaw, 2001)

PPPs present a framework that—while engaging the private sector—acknowledge and structure the role for government in ensuring that social obligations are met and successful sector reforms and public investments achieved. A strong PPP allocates the tasks, obligations, and risks among the public and private partners in an optimal way. The public partners in a PPP are government entities, including ministries, departments, municipalities, or state-owned enterprises. The private partners can be local or international and may include businesses or investors with technical or financial expertise relevant to the project. Increasingly, PPPs may also include nongovernment organizations (NGOs) and/or community-based organizations (CBOs) who represent stakeholders directly affected by the project. (Felsing Klaus, 2011)

PPPs are contractual arrangements of varied nature where the two parties share rights and responsibilities during the duration of the contract. Different forms of PPPs may exist involving various combinations of public and private sector finance and exposure to project risk. The various arrangements often reflect the different appetites for risk and the role of the private party varies based on the sector and the nature of the market. Many governments turn to the private sector to design, build, finance, and/ or operate new and existing infrastructure facilities in order to improve the delivery of services and the management of facilities hitherto provided by the public sector (World bank Group, 2002)

Some experts argue billing systems based on consumption are more likely to be paid by individual users (USAID, n.d.). In the water sector, this could take the form of universal

adoption of water metering or spot-billing (Agarwal, 2008). Other measures to improve revenue collection include computerizing customer databases and billing systems. Some experts argue that human handling should be eliminated from all billing processes to prevent fraud and billing errors (Misra and King, 2012).

The Ethiopian government has formulated E-Gov Strategy-2010 to deliver efficient public service through information technology infrastructure; Common Service Centers (CSC) is mentioned as one of the target to be able to achieve the E-Gov strategy. CSC is unifying the different bill collection centers into one window service payment point to enable the citizens get the services in integrated and simplified way. Accordingly, Ministry of Information Communication Technology (MICT) of Ethiopia has taken prominent role in implementing the strategy through PPP approach. Therefore, since 2004 E.C the MICT has entered a public private partnership agreement with Kifiya Financial Technology PLC and launched a single window facility for payment of utility bills. The system is known as 'lehulu', an Amharic word meaning "for all". Lehulu has replaced fragmented utility payment centers of Ethiopian Electric Power Corporation (EEPCO), Ethio Telecom, and Addis Ababa Water & Sewage Authority (AAWSA) to unified billing system (UBS).

In this paper, the multiple case study present the practice and challenge faced at conditional level of public private partnership in adapting and implementing in unified billing system.

1.2 Statement of the problem

Utility billing services are by their very nature different from other goods and services delivered in competitive markets. In Ethiopia, such utility services have been monopolized by government and figure prominently in the political and social discourse of governments.

There are three critical strategic issues related to improving urban infrastructure in emerging economy: (1) the enhancement of governmental financing capabilities through the mobilization of private sector fund, (2) the improvement of public investment efficiency, and (3) the harnessing of consumer oriented management. PPP are emerging as one of the most viable and efficient methods for addressing the issues (Marian Moszoro and Magdalen Krzayzanowska, 2011).

(Teshome, 2015) recommended adopting of PPP specific legal framework as per the PPP strategy and conduct stakeholders' consultation on the draft legal framework is advisable. Among other points, the law should include what areas of investment are going to be open for PPP, what sort of enabling environment and incentives are devised for PPP, what modalities of PPP are preferred, applicable laws and regulation, its institutional arrangement, expected requirements for partners to initiate PPP project proposals (unsolicited projects) or to participate in open bid of PPP projects (solicited) etc.; and prepare PPP standard, procurement procedures, and model contract in order to harness the potential advantages of PPP to accelerate the ongoing development process.

The Ministry of Communication and Information Technology (MCIT) clearly recognizes the role of PPPs approach in delivering public information services by establishing relationships with the private sector ICT firms (PWC, 2011) and (Rahel Sertsu, 2014) implementation of PPP for unified billing has took extended time in its implementation than scheduled. Ethiopians were paying their bills to three utility companies from different payment points. Addis Ababa has 2.1 million transactions each month and 1.1 million bill paying customers and the unified billing system is set to offer more convenience to the people. Therefore, this study will assess the practice and challenge faced in adaption and implementation PPP approach with some element of contextual level of PPP condition of private and public official's awareness and at operational level of PPP with regard to legal and institutional frame work and partner's competencies has explored through formative research due to new phenomena in the city or the country.

1.3 Research Questions

For the purpose of this Assessment, the following research questions are developed:

1. What are the challenges faced by public sector in adapting and implementing PPP for UBS?
2. What are the challenges faced by private sector in adapting and implementing PPP for UBS?
3. What is the practice and the process has been taken in implementing PPP for UBS?
4. What is the impact of PPP in delivering efficient service in UBS?

1.4 Objective of the Study

1.4.1 Main objective

The general and main objective of the study is to assess practice and challenge faced by public and private sector in adapting and implementing PPP in the unified billing system of Addis Ababa.

1.4.2 Specific Objective

The specific objective of the study includes;

- To explore challenge faced by public sector in adapting and implementing PPP for UBS
- To explore challenge faced by private sector in adapting and implementing PPP for UBS
- To explore the practice and process of adapting and implementing PPP for UBS
- To explore the PPP impact in delivering services to ward UBS

1.5 Significance of the study

Different studies show that Public-private partnership (PPP) is a relatively new experience in most developing countries of the African, Asian and Pacific region. There is no uniform method of PPP implementation as each country adapts the process as appropriate for its own culture, economy, political climate and legal system. The capital-intensive nature of basic infrastructure and competition for limited government budgetary resources have prompted governments to invite private investors to fulfill the widening demand-supply gap for efficient public service while the governments are trying to meet the social commitments within the financial constraints.

Although Ethiopian government has given an attention to adapt PPP approach in country to overcome financial capacity, ensure public service investment efficiency and efficient customer service delivery. Therefore, adaption of PPP approach to utility billing is one of major steps in realizing and addressing efficient public service and mobilization of financial resources for public development. So that, exploring practice and challenge of current PPP for UBS of Addis will have the following significance:

- The study result can be used by the Strategy or policy formulators as an input to understand UBS Practice and Challenge faced in adapting and implementing PPP approach which can be replicated to other sector of PPP arrangement.
- Also used as an input to establish institutional arrangement and develop manuals and resources in support of PPP.
- Also will give a clue to further research on PPP approach of the country

1.6 Scope of the study

The study deals with multiple case analysis to explore the practice and challenge of public private partnership of unified billing system (UBS) in the case of Ethiopian Electric Power Corporation (EEPCO), Ethio Telecom, and Addis Ababa Water & Sewage Authority (AAWSA), which were initiated by Ministry of Communication Information Technology (MCIT) and partnered with Kifiya Financial Technology PLC. For this purpose, different countries PPP operational (the legal and Institutional framework) practice and challenge of certain experience will be considered. Consequently, the study will assess improvement area of UBS PPP arrangement. The study will employ mixed method of qualitative and quantitative research approach and the researcher has purposively selected the public organizations and private firm as a case for established experience for PPP in unified billing system and purposive data collection method will be used. It focuses on deep understanding on PPP operational contexts in achieving intended objective, through content analysis of literature, examination of current UBS PPP practice and challenges through formative research approach and analysis of successful PPP of other country.

1.7 Definition of terms

The definition of key terms in this study includes:

- Public -Private Partnership (PPP); PPPs present a framework that—while engaging the private sector—acknowledge and structure the role for government in ensuring that social obligations are met and successful sector reforms and public investments achieved (Felsing Klaus, 2011))
- Utility: Utility is that quality in a commodity by virtue of which it is capable of satisfying a human want. Air, water (free goods) and food, cloth etc. (economic goods) satisfies people's wants and hence they possess utility. (Agri Info, 2015)

1.8 Organization of the study

The study is organized in to five chapters; Chapter one mainly deals with background of the study, statement of the problem, research questions and objectives of the study. The next chapter deals with theoretical and empirical literature review of subject matter, third chapter outlines research methodology, chapter four discuss the results and finding of the study and the final chapter presents the summary, conclusion and recommendations of the study.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Review of Theoretical literature

2.1.1 Public Private Partnerships

According to Asian development bank Private Partnership (PPP) Handbook, the term “public–private partnership” describes a range of possible relationships among public and private entities in the context of infrastructure and other services. Other terms used for this type of activity include private sector participation (PSP) and privatization. While the three terms have often been used interchangeably, there are differences: (Felsing Klaus, 2011)

As stated by Felsing (2011) PPPs present a framework that—while engaging the private sector—acknowledge and structure the role for government in ensuring that social obligations are met and successful sector reforms and public investments achieved.

A strong PPP allocates the tasks, obligations, and risks among the public and private partners in an optimal way. The public partners in a PPP are government entities, including ministries, departments, municipalities, or state-owned enterprises. The private partners can be local or international and may include businesses or investors with technical or financial expertise relevant to the project. Increasingly, PPPs may also include nongovernment organizations (NGOs) and/or community-based organizations (CBOs) who represent stakeholders directly affected by the project.

Effective PPPs recognize that the public and the private sectors each have certain advantages, relative to the other, in performing specific tasks. The government’s contribution to a PPP may take the form of capital for investment (available through tax revenue), a transfer of assets, or other commitments or in-kind contributions that support the partnership. The government also provides social responsibility, environmental awareness, local knowledge, and an ability to mobilize political support. The private sector’s role in the partnership is to make use of its expertise in commerce, management, operations, and innovation to run the business efficiently. The private partner may also contribute investment capital depending on the form of contract.

The structure of the partnership should be designed to allocate risks to the partners who are best able to manage those risks and thus minimize costs while improving performance investment capital depending on the form of contract.

(Felsing Klaus, 2011, p. 2) Private sector participation PSP is a term often used interchangeably with PPPs. However, PSP contracts transfer obligations to the private sector rather than emphasizing the opportunity for partnership. In the mid to the late 1990s, there was a slowdown in public-private contracting in infrastructure sectors, which was largely precipitated by a social backlash against the perceived preference for the private sector over the public sector in delivering infrastructure services in developing countries. To some degree, the social backlash was rooted in confusion between PSP and privatization. Some PSP schemes were overly ambitious and the social agenda was overlooked, leading to legitimate public concerns. The critical analysis of PSP experience has led to the design of a new generation of transactions, which are now more commonly known as PPPs. Sectors in which PPPs have been completed worldwide include:

- Power generation and distribution, Water and sanitation, refuse disposal, Pipelines, Hospitals,
- School buildings and teaching facilities, Stadiums, Air traffic control, Prisons, Railways, Roads, Billing and other information technology systems, and Housing

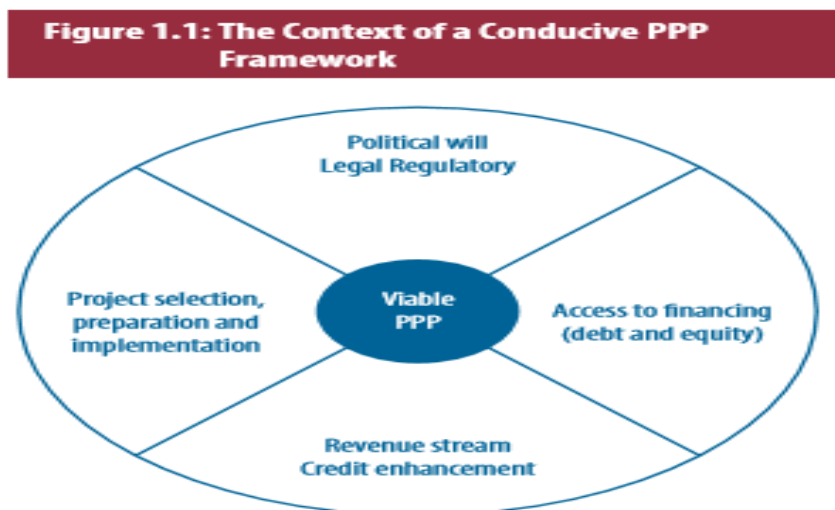
According to the Institute for Public-Private Partnerships PPP's are contracts between a private sector entity and a Government body that call for the private partner to deliver a desired service and assume the associated risks. The government is relieved of the financial and administrative burden of providing the service, but retains an important role in regulating and monitoring the performance of the private partner. Therefore, financing a physical infrastructure such as roads, energy facilities, and water and sanitation networks by employing PPP as a tool for meeting its obligations to citizens, governments have been able to avail themselves of state of the art technology and private sector expertise, while avoiding excessive strains on already limited budgets. Accordingly, employing PPP in e-government Citizens enjoy improved service delivery without large tax increases, and sometimes with decreased user fees, and economic growth flourishes in sectors seeking to compete for lucrative PPP contracts. (IP3, 2009)

2.1.2 Framework for Public-Private Partnership

PPP can be implemented as a series of ad hoc projects or as a program of projects coordinated and enabled centrally. One of the challenges for Governments wanting to implement a conducive PPP framework is the variety of models and approaches put forward by different countries, advisers and commentators. A common approach is to try to adopt the fully functioning framework used by a country that has been very successful in developing a PPP program, in one fell swoop. (Jeffrey Delmon, 2014)

Generally, simpler is better. As a PPP program matures, the PPP framework may become more complex. But in the early days, it is generally better to keep the framework simple. Different constituencies will need to understand the framework – contracting agencies, line ministries, central ministries, investors, and the public at large. Simple mechanisms will help these key stakeholders understand and interact with the PPP framework more easily.

Figure 2.1 The Context of a Conducive PPP framework



Source (Jeffrey Delmon, 2014, p. 2)

The main activities to be addressed in this strategic plan for PPP framework reform will include;

- The legal framework—how laws and regulatory structures can be used to encourage PPP, support the institutions implementing PPP and regulate them. The legal (and

regulatory) framework creates the foundation for the institutional, regulatory, commercial and financial environment for PPP with clarity, consistency, transparency and certainty and PPP legal frameworks are often anchored in a legal instrument that implements the PPP policy. may be called PPP laws, concession laws, BOT laws or otherwise. Or the legal framework may be embedded in other legal instruments (laws, decrees or regulations).

- The institutional framework—the people involved, the decision making power they have and the functions they perform. Many jurisdictions use a centralized institution to provide capacity (often known as a “Public-Private Partnership (PPP) Unit”), generally located within or attached to a key ministry that provides resources for project development or other incentives to use PPP.

(IP3, 2009) Many PPP frameworks include a coordinating body, often created by law, to manage PPP transactions. The PPP Central Body or “PPP Unit” generally serves as the focal point to spearhead the PPP process either across sectors or even within a specific sector or city.

- The project procurement process and Government involvement in each phase thereof. Competitive procurement of PPP involves careful preparation, reviewing risks and their allocation, identifying market requirements and creating a competitive process for selection of the right private partner.
- Fiscal Support - to encourage line ministries and state owned enterprises to procure infrastructure services through PPP, support may be provided to fund project development costs such as the hiring of suitable expert transaction advisors or the provision of budget support like “PPP credits” or capital grants to defray contracting agency costs. Such incentive mechanisms assign a value (implicitly or explicitly) to the benefits to be obtained by the Government and society generally from PPP. The Government needs to decide whether Government support would represent value for money, should it be provided, if so how much, when by whom and on what condition.

IP3, 2009) Governments have developed some helpful financial instruments to assist them in making good decisions about what PPP projects to pursue and to attract private partners through Public Sector Comparator (PSC), Value for Money Framework analysis and Sovereign Guarantees.

PPP Guidelines

(IP3, 2009) Establishing guidelines on how PPP arrangements are planned, approved, and awarded creates a predictable environment in which private partners are willing to engage. Project Identifications and selection, Project Prioritization, Project Feasibility Studies, Project preparation, Project Approval and process, Project Procurement Guidelines are some of the fundamental areas where standardized guidelines have served governments in effectively carrying out e-government PPP projects.

“Value for money” (VfM) - is a measure of the net value that a Government receives from a PPP project. The assessment of VfM helps the Government decide whether a project should be implemented as a PPP and how much support the Government should provide to that project. Assessing VfM is as much an art, as a science, given the various and changing concepts of “value” that the Government will want to access through PPP.

Approval process- A number of approval processes will apply to a PPP project. Approvals help raise key questions and issues during preparation of the project. They are important for quality control but also for buy-in from different agencies, achieving greater ownership and certainty for investors. But these layers of different agencies with approval rights can complicate the process. To the extent possible these approval requirements should be streamlined, to facilitate efficient application and approval, reduce the cost of approvals, and fast-track the investment process.

Sector line ministry, Government fiscal risk management authority, Sector regulator Procurement agency and Environmental agency are a few of the key parties that often have approval rights and the points in the project process at which h approvals are usually required. Procuring and Implementing Transactions- a method for the Government to support project preparation and implementation, following pre-feasibility and feasibility

studies, project preparation, the procurement process for PPP projects, and the implementation and monitoring of PPP projects.

2.1.3 Approaches in public –private Partnerships

Weihi argues that there exist at least five qualitatively distinct approaches in the literature: First, there is the tradition to use the PPP concept synonymously with public-private relations and constellations in a certain sector area; i.e. the policy approach. Second, there is a distinct literature dealing with PPP in relation to local economic development; the local regeneration approach. Thirdly, there is the infrastructure approach, where PPP is used synonymously with infrastructure projects involving private capital and the bundling of for instance the design, construction, operation and maintenance of infrastructure projects. Much of what is written on PPP in recent years does in fact deal with this type of PPP. Fourth, there is the governance approach, which is quite similar to the policy approach. No specific definition of PPP is given and instead, PPP is approached in the context of a governance perspective. It is seen as a natural extension or continuation of the New Public Management which has swept around the public bureaucracies the past two decades. This approach is very inclusive and it incorporates a variety of forms of private involvement in the delivery of public goods and services (for instance, contracting out, strategic partnerships, entrepreneurial partnerships and private sector ownership in state owned businesses). Fifth, there is the development approach, where PPP is dealt with in relation to development and capacity building in less developed countries. Finally, the paper concludes that in addition to placing oneself within a certain PPP approach, it is necessary to operate with approach specific PPP typologies. This will enhance analytical clarity and enable more apt generalizations about the functioning and the pros and cons of PPP (Gurie Weihe,2005).

Table 2.1 PPP Approaches

	Local Regeneration Approach	Policy Approach	Infrastructure Approach	Governance Approach	Development Approach
Focus	Development	Delineating and	Infrastructure	New ways of	How to
	of local economies, weak local economies	evaluating the public-private divide in policy sectors, the respective roles of the public and private sectors	projects; predominately from a financial or legal perspective	delivering public services	enhance development in less developed countries via public-private collaboration
Definition of PPP	No specific definition	No specific definition	The bundling of the finance, design, construction, maintenance and operation of infrastructure projects ²⁶	No specific definition	No specific definition
Central issues	Economic development, issues of democratic legitimacy	The optimal public-private constellation in different policy sectors	Contract negotiations and financial aspects, ideological debates, democratic legitimacy	Organizational and management issues, conditions for cooperation, the movement from government to governance	Development objectives such as sustainable infrastructure and alleviating poverty
Origin	US urban governance literature	Primarily US policy literature	UK Government, Private Finance Initiative (1992)	UK Government PPP policy post-1997. The movement from government to governance	Mixed genesis
Exponents	Pierre, 1998 Andersen, 2004	Rosenau, 2000	Savas, 2000	Hodge & Greve, 2005; Klijn & Teisman, 2000 & 2005	Primarily practitioners in the development field.

Source (Felsing Klaus, 2011, p. 38)

2.1.4 Forms and Models for PPP

(IP3, 2009)The literature on PPP forms and models is vast, and the terms used to describe each form vary slightly. All sources would agree, however, that the forms of PPP are characterized by the increasing degree to which responsibilities and risk are turned over from the public to the private sector. The table below briefly summarizes PPP models and their characteristics.

Table 2.2 Distinguish Characteristics of Common PPP models

Type of Contract	Duration (years)	What the Private Contractor Receives	Nature of Private Contractor Performance	Examples
Service Contract (outsourcing)	1–3	Fee from government for performing a non-core service	Definitive, often technical type of service	Website design and management, ICT Capacity Building
Management Contract	3–8	Fee from government for the service and a performance-based incentive	Manage the operation of a government service	Call center staffing; Seat Management , Parking enforcement, regional water supply management
Lease	8–15	All revenues, fees or charges from consumers for the provision of the service; the service provider rents the facility from government	Manage, operate, repair, and maintain, and maybe invest in, a service to specified standards and outputs	Land for ICT Infrastructure Development, Online property registries , Existing airport or port facilities
BOO & BOOT	15–25	The government mostly pays the service provider on a unit basis	Construct and operate, to specified standards, the facilities necessary for service provision	ICT Infrastructure; e-procurement systems; e-business portals ; Network of Kiosks
Concession	15–30	All revenues from consumers service provision; the service provider pays a concession fee to the government and may assume existing debt	Manage, operate, repair, maintain and invest in public service infrastructure to specified standards	Telecom operations and expansion, New airport or seaport facilities, Toll road or bridge

Source (IP3, 2009, p. 7)

The following are brief descriptions of each type of PPP model

1. Service Contracts or Outsourcing

Service contracts are legally binding agreements between a government authority and a private partner to perform specific, usually non-core tasks. Examples include government agencies such as, utilities, ministries, and municipal offices that contract out for website design and management, capacity building, janitorial services, billing and tariff collection, or security services. These are usually short-term contracts and avail government of private sector expertise. They save time and money spent on non-core services (IP3, 2009, p. 7).

2. Management Contracts

(IP3, 2009, p. 7) Management contracts transfer responsibility for the operation and maintenance of government-owned entities to the private sector. Asset ownership and commercial risk remains with the government, while management control and authority are transferred to a private partner, which applies its expertise to improve management systems and practices. Compensation may be in the form of a fixed fee, as in the case of a fixed fee management contract, or may be linked to performance indicators.

3. Leases

(IP3, 2009, p. 8) There are two primary ways in which lease agreements function. The private sector builds an asset and leases it to the State for operation. Alternatively, the private sector operates an asset owned by the State and pays the State rent, collecting fees from end users. While the latter is common in physical infrastructure PPP projects such as water and sanitation utility operations, the former is most common and most appropriate for e-government initiatives. In this case, the private sector may retain the rights to the technology developed, and sell or lease that technology to other clients, government or private, or the government may purchase the technology outright and lease the technology to other government agencies. It is preferable for the private partner to maintain rights to the technology, as this keeps the government focused on its core functions, leaving development and commercialization of the ICT technology in the hands of private firms.

4. BOT and Variants

Build-operate-transfer (BOT), build-own-operate (BOO), build-own-operate-transfer (BOOT), design-building-finance-operate (DBFO) and similar arrangements are contracts specifically designed for new projects or investments in facilities that require extensive rehabilitation. Under such arrangements, the private partner typically designs, constructs and operates facilities for a limited period from 15 to 30 years, after which all rights or title to the assets are relinquished to the government. Under a build-operate-own (BOO) contract, the assets remain indefinitely with the private partner. The government will

typically pay the BOT partner at a price calculated over the life of the contract to cover its construction and operating costs, and provide a reasonable return (IP3, 2009, p. 9).

Table 2.3. Basic Project Delivery Options

	Own	Conceive	Design	Build	Operation & Maintenance	Financial Responsibility
Design-Bid-Build	Public	Public	Private by fee contract		Public	Public
Design-Build	Public	Public	Private by fee contract		Public	Public
Build-Operate-Transfer (BOT)	Public	Public	Private by fee contract			Public
Design-Build-Finance-Operate (DBFO)	Public	Public or Private	Private by fee contract			Public, Public/Private, or Private
Build-Own-Operate (BOO)	Private	Public or Private	Private by contract (concession)			

Source: United States Department of Transportation, Federal Highway Administration. Available: www.fhwa.dot.gov/ppp/options.htm

Source (Felsing Klaus, 2011)

5. Concessions

Under a concession, the private partner, or "Concessionaire", bears the overall responsibility for the services, including operation, maintenance, and management, as well as capital investments. The fixed assets either remain the property of the public authority or revert to public ownership at the end of the concession period. The main advantage of a concession is that it passes full responsibility for operations, maintenance, rehabilitation, renewal, and service expansion to the private partner and creates incentives for efficiency in all activities. Therefore, concessions are an attractive option where large investments are required.

E-government PPPs must include partnerships for management and expansion of existing ICT infrastructure such as improving mobile technology, and expanding ICT services to rural areas. Without a wide-spread ICT technology, e-government encodes the risk to be limited to wealthier urban populations and thus widen the digital divide.

2.1.3 Utility billing

In Bill Collection It is common for poorly performing public utilities to have low bill-collection rates because of lax enforcement and the fact that people often resent paying for poor services. Bill collection is an area in which it is widely assumed that private operators are efficient, because of direct financial incentives. Indeed, this study found that, in most cases, the introduction of a private operator markedly improved collection rates. This is the dimension in which the positive contribution of management contracts was most consistent, with all the projects in the sample achieving significant improvements (Marin, 2009).

Effective billing and collection systems are a critical component for ensuring the viability of a service provider. Improving billing and collection activities has an immediate impact on the revenue streams of a service provider that can, in turn, help the service provider in improving services. However, while effective billing and collection practices depend on many internal factors (including customer databases, the extent of metered and unmetered service provision, tariff and billing structures, delivery of bills, and facilities for customer payments), the institutional arrangements under which service providers operate and provide services determine whether such practices will remain sustainable in the long term. Efficient billing and collection practices can set incentives for the provider to effectively charge and collect water bills while also fulfilling a commercial orientation to services. Hence, Service providers may lack important internal controls for timely, accurate, and transparent billing and collection practices. They sometimes do not have updated, accurate, and complete computerized listings of the customers they are serving, thus making accurate billing almost impossible. Such mechanisms may also be ineffective because of the structure of tariffs as well as the absence of metered connections. Poor collection practices also result from a lack of willingness on the part of consumers to pay because of the poor quality of services and the poor customer care they receive, or from substandard collection systems that are cumbersome and not transparent, thus disincentivizing payment of bills.

Increasing billing and collection rates is one of the key tools for enhancing the revenue base of the utility, achieving financial viability, and sustainability and hence registering

improvements in services delivered. Service providers will need to realize that the benefits of efficient billing and collection practices on their operations is almost instant and can, in fact, improve the revenue accounts of the utility almost immediately. It is in this aspect that the importance of revenue sufficiency cannot be overemphasized. While the most significant impact of poor billing and collection practices is probably on revenue adequacy and cost recovery, thus resulting in poor standards of services, ineffective billing and collection practices also result in suboptimal results and operational inefficiencies. Given that every service provider must spend time and resources on billing and collection functions, any ineffective initiative will result in cost inefficiencies (Agrawa, 2008).

Computerized System of Billing

According to Agrawa computerized system of billing and an updated and complete customer database is a must if a service provider is looking to maintain high billing efficiencies. Providers must also ensure that customer databases are updated and computerized, through robust accounting, recordkeeping, regular systematized checks, and billing procedures (Agrawa, 2008, p. 7).

Competitive liberalized markets in Europe, Australia and some U.S. states have altered the traditional utility relationship with the customer. Retail energy providers in these markets have been working to attract and retain customers since the 1990s. Customers in these markets have more choice, and they are exercising that choice more often, especially commercial and industrial customers. What has also changed in recent years is customers' expectations of their service providers. Customers want their utility to be more responsive and reliable. Armed with mobile phones, iPads and personal computers, customers are coming to expect their utility to deliver the omni-channel experience that they get from their bank or retailer. (Febowitz, 2014).

2.1.4 Public Private Partnerships in Utility

Marin argued that the potential impact of a PPP on the tariff depends on how far the initial tariff level is from the cost-recovery level and on the extent of efficiency gains that can be made by the private operator—two factors that move in opposite directions and can be of very large magnitude in developing countries. The evolution of tariff levels in a number of PPP projects was analyzed as part of the present study. In most cases, tariffs rose over time, but the underlying reasons, as well as whether those increases were justified, could not be assessed (Marin, 2009).

According to Organization for Economic Co-operation and Development (OECD) study Given the shortage of public funds in most developing countries, the obvious solution is to invite greater private sector participation, but this too is problematic since investing in infrastructure projects in many parts of the world is not financially viable from a private sector perspective. One solution is to expand the use of public-private partnerships (PPP) in utilities, relying on ODA to enhance the quality of projects, reduce risks and raise profitability. The economic rationale for doing so, in effect subsidizing private enterprises, rests on the presumption of market imperfections; The first category of imperfections relates to the lack of administrative and regulatory capacities to provide an adequate environment for PPPs. Conversely, if the problem is a lack of specific knowledge on how to conduct PPPs a much more targeted approach to address the market imperfection is feasible. The second market imperfection is political and other non-commercial risk in developing countries. This should not be confused with the quantifiable likelihood of defaults or failure of a number of projects, against which large and internationally diverse investors can provision on their own. Risk, in the sense of truly unforeseeable events, is in practice closely related with country's administrative and regulatory capacities. The chance of political or social "events" throwing a long-term contractual relationship into jeopardy is far greater where public governance is weak and the rule of law not firmly entrenched. Risk mitigation measures may therefore often be a second-best to addressing other market failures, or a "quick fix" while waiting for these failures to be addressed (Thomsen, 2005).

The most common forms of PPP in utilities

In public-private partnerships, the public and private sectors join forces to design, finance, build, manage or maintain infrastructure projects. Such partnerships can take many forms, depending upon the exact allocation of risks and responsibilities. These include Service contracts which the private sector provides a bundle of specific services to a public utility, but the public sector retains overall operational responsibility. Service contracts can in practice take many forms, Delegated management contracts a contract which allow the public sector retains overall ownership of the assets, but delegates the responsibility for their operation to a private operator for a definite (often long) period of time, Construction support type of contract is a wide-ranging form of PPP contracts the private operator is involved in the design and construction phases of new infrastructure and carries at least some of the risks associated therewith (Thomsen, 2005, p. 4).

2.2 Review of Empirical literature

2.2.1 Public – private partnerships in selected country

Thomsen revealed that almost all developing countries have undertaken public-private partnerships in infrastructure since 1990. Some countries and sectors, as well as some forms of PPP, have been much more prominent than others, but this should not disguise the quasi-universal nature of the phenomenon. Differences across regions and sectors have nevertheless been significant and provide valuable policy lessons from the PPP experience (Thomsen, 2005, p. 6). Pp

(Marin, 2009, pp. 16-18) Part of the controversy over private water operators in developing countries has deep historical roots. In the 19th and early 20th centuries, urban water systems in many cities of the Americas and Europe (as well as in colonies or dependencies) were financed, built, owned, and operated by private firms. Many of these private waterworks abused their monopolistic position, often by restricting investment and disregarding service quality. Not surprisingly, this led to the nationalization of water utilities almost everywhere. Two decades ago, private waterworks had all but disappeared, except for a small portion of the markets in the United Kingdom and the United States. The following table illustrate summarized South Africa, Gahana and Tanzania Experience of Contextual and Operational level of PPP conditions as development strategy.

Table 2.4 Practice and Challenges PPP approach in different Countries

Countries	Main Challenges of PPP Approach in Different Countries	
	Public	Private
Ghana	<ul style="list-style-type: none"> • Bureaucracy in the public sector • Differences in objectives between the private and the public sectors in Ghana and in general • Difference in objectives between state owned eEnterprise (SOE) and private enterprise • Change in government • Awareness creation 	<ul style="list-style-type: none"> • Mistrust of private sector • Political corruption is the use of powers by government officials for illegitimate private gain • Does not trust the staff quality as well as the management units of the public sector • Lack of capacity or financial muscle on the part of some private firms, most especially indigenous ones to be able to take up huge PPP projects
South Africa	<ul style="list-style-type: none"> • Lack of Having highest level of policy direction at least (when and why to do PPPs in general) • Inconsistency political leadership to ward PPP • lack of capacity to implement and originate PPP • lack of resource dedicated to fostering PPP • policy bias toward traditional public procurement • A Lack of Fiscal Imperatives to Use Public Private Partnerships • More Severe Problems in the Municipalities 	<ul style="list-style-type: none"> • Not enough deal flow • PPPs take too long to implement, longer than traditional procurement • Rules for procuring PPPs are broadly ok at the national and provincial level, but better suited for higher value transactions and more developed PPP markets • Thresholds included in PPP guidelines are not necessarily in line with sector charters • Rules do not work at the municipal level • Government is too aggressive on risk transfer • Mistrust of private sector • PPP Unit micro-manages transactions
Tanzania	<ul style="list-style-type: none"> • Public sector typically characterized by bureaucracy; inefficiency and ineffectiveness; lack of incentives, creativity, dynamism and vibrancy; generally, slow in response and corrupt. • Takes extra longer time for contracts to be signed and payments to be made in the public than in the private sector. • Informal sector dominates the private sector in anziaia a challenge for the public sector to find qualified private sector partners to enter into a PPP • Lack of analysis capacity to assess investment proposals leading to poor project designs and implementation; • Inadequate enabling environment which includes lack of long- term financing instruments and appropriate risk sharing mechanisms; • Insufficient capacity in negotiations, procurement, implementation and management of PPPs; • Inadequate risk sharing mechanisms that often lead to the public sector carrying the full burden of risks; • Inadequate mechanisms for recovery of private investors' capital as well as impact on national development programs that depend on the project's performance; 	<ul style="list-style-type: none"> • lack PPPs Concept proper understanding of the concept and its operationalization in the public and private sector; • The infancy of the sector and • Inadequate capacity of lack of internal capacities in issues like contract knowledge, contract formation, negotiation and management in the context of PPPs • General inadequacy of the needed funds, knowledge, experience and equipment by the private sector to implement a PPP arrangement • The slow speed of decision making and implementation in the public sector • Lack of public awareness about PPP and benefits

Source own survey 2016

Countries	PPP Practice
Ghana	<ul style="list-style-type: none"> • Do have national PPP policy • legal frame work of PPP • created more Job • MDGs 1, 2, 7 and 8 which are eradicating extreme poverty and hunger, achieve universal primary education, environmental sustainability and global partnership are achieved through PPP • PPP as a means of leveraging public resources with private sector resources and expertise, • MoF is also responsible for the issuing of Standardized PPP provisions and PPP Manual/Guidelines for effective management of PPP • National Policy on PPP which was widely discussed with public and private sector stakeholders and the international donor community to addresses key issues such as: (i) the regulatory and institutional role of the various Ministries, Departments and Agencies (MDAs) in the PPP process; (ii) the separation of the roles of PPP Advisory and PPP Monitoring; (iii) risk sharing and management framework; and (iv) scope of PPP projects and guiding principles for PPPs
South Africa	<ul style="list-style-type: none"> • legislation governing PPPs at the national and provincial levels of government. • Implemented health, transport, IT, head office accommodation, tourism, toll roads, fleet management, and education where more people require services • promote stronger economic integration between the two countries Mozambique and South Africa <p>PPP's, governed by Treasury Regulation 16, are subjected to three strict tests:</p> <ul style="list-style-type: none"> • Is substantial technical, operational and financial risk transferred to the private party? • Can the institution afford the envisaged fee? • Is it a value-for-money solution?
Tanzania	<ul style="list-style-type: none"> • Have comprehensive policy, legal and institutional frameworks that provide clear guidelines and procedures for development and implementation of PPPs;

Source own survey 2016

2.2.2 PPP in Ethiopia

In spite of a growing interest in the use of the PPP model around the world, its adoption in Ethiopia remains limited. Previous efforts at public divestiture and privatization were not adequate in addressing the unmet demand for infrastructure and public services. There have been attempts to tap on PPP initiatives however these have been few and fragmented. These include the pilot projects in irrigation and the running of an exhibition center owned by Addis Ababa City Administration in the form of management contracts and service contract modality (Wakiaga, Kiberet, & Mamuye, 2015).

Contrary to the belief that PPP is non-existent in Ethiopia, the findings illustrated in Table 2.4 below show that 50 percent of agencies in private and public sector, development partner agencies and AACCSA are piloting one form of PPP or another. The scope of the PPP initiatives covers housing, construction of side road pavements, dry waste management and recycling services, agro and food processing, irrigation for small-scale farming, management of Addis Ababa City Government Exhibition Centre, textile and garment processing, prepaid metering and unified metering. Apart from the irrigation project executed through a PPP management contract and the Addis Ababa City Government Exhibition Centre managed through a PPP management agreement, the rest of the pilot initiatives are service contracts. This is not far from the normal practice in PPPs because service contracts serve as the entry points and thereafter, when confidence is built by partners, they take up management and lease contract agreements. The Water and Energy Ministry and the Addis Ababa Chamber of Commerce and Sectoral Associations can therefore be commended for taking up the challenge of launching into management and lease PPP agreements which have more investment responsibilities than service contracts. The two projects have actually been considered as benchmarks for replication in the selection of potential PPPs. (Asubonteng, 2011, pp. 15-16)

Table 2.5 Data on Existing and Potential PPP in Ethiopia

Institution/Agency	Existing PPP Project/Type	Potential PPP Project/Type
1. Micro and Small Enterprises Development Agency	- Condominium Housing - Pavement of side roads - Textile, Garment and Food (fruit) processing via service contract	- Bamboo processing and bamboo panchling of houses - Production and supply of concrete poles via Youth and Energy Project
2. Ministry of Urban Devt. and Construction	Housing Delivery Service Contract	Housing Delivery via Service Contract and Equity Financing
3. Ministry of Mines	None	Kalub Gas
4. Ministry of Communications and Information Technology	Unified billing of water, electricity, telephone services on pilot basis via service contract	ICT Centres (Management)
5. Ministry of Culture and Tourism	None	To be decided by Tourism Board
6. Ministry of Water and Energy	Irrigation project – Community-Public-Private (Mgmt. contract)	Scale up small-scale irrigation project
7. Ethiopian Roads Authority	None	Toll Road, Road Maintenance and Mgmt. Contract
8. Ministry of Industry	None	Agro processing, Footware and Garment production
9. Ethiopian Investment Agency	None	None
10. Ethiopian Electric Power Corporation	Prepaid Metering pilot project via service contract.	Power generation and distribution may be potential after 5 years. First phase of study on reforms is under review to address failed PPPs
11. Ministry of Agriculture	None (land is leased to private investors long-term based on crop types)	Undecided

12. Privatization and Public Enterprises Supervising Agency	Hilton Hotel, Matador Addis Tire, Ambo Mineral Water, and a few farms — under lease management and/or joint venture arrangements	None – Divestiture success rate of 90 percent is high so agency wants to sustain it
13. World Bank	None	None
14. UNDP/UNCDF	Waste management (but not well structured)	Road construction, Waste management and recycling
15. GIZ	Food processing (sun dried tomatoes), construction (enhance quality production and use of cobble stones and steel works), sustainable coffee production and marketing	To be decided after pilot review
16. Construction Contractors Association of Ethiopia	Road and Housing – Service contracts	Toll Roads, parks and gardens, municipal waste services
17. Chamber of Commerce – Addis Ababa (AACCSA)	Exhibition Centre – AACCSA (Management Contract with Addis Ababa City Government)	Exhibition Centre (replication in other cities and regions)
18. Chamber of Commerce – Ethiopia (ECCSA)	None	Management of Information Technology Centres

Source (Asubonteng, 2011)

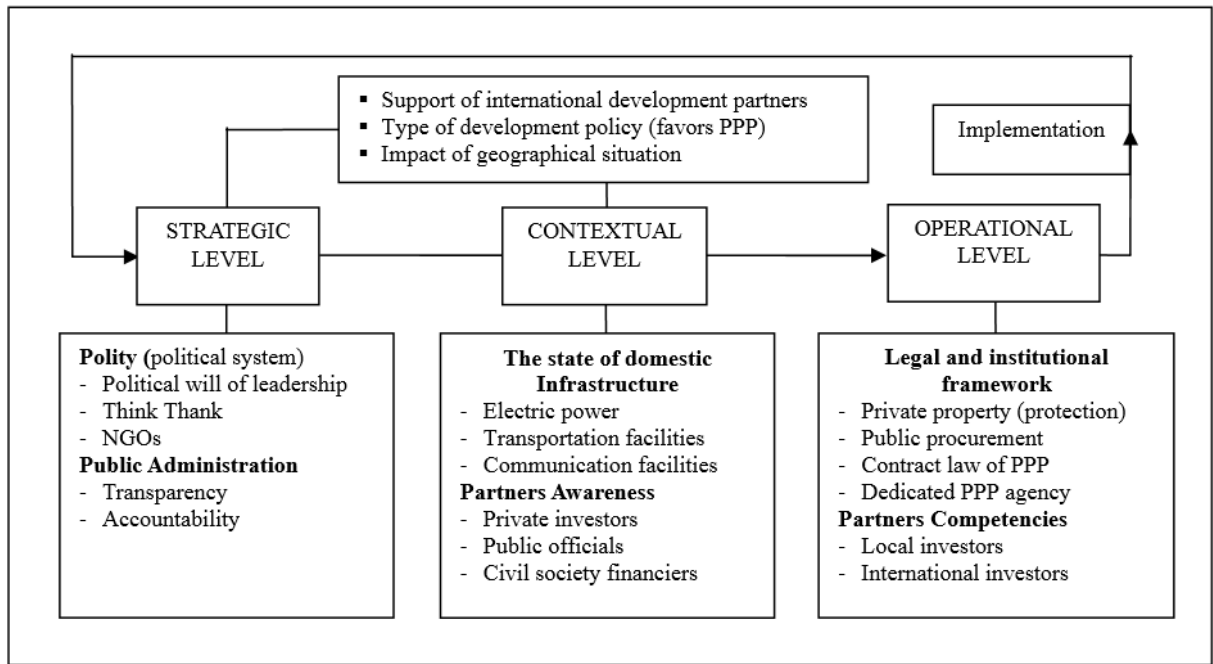
According to Teshome survey conclusion in Ethiopia, the three main attractive factors for implementing PPP are "Prevalence of PPP specific legal framework", "Prevalence of PPP dedicated public agency" and "Government support in providing guarantee". In terms of the differences in perception between the public and private sector groups, the statistical test results indicated that there are significant differences in only three attractive factors. The study finding, implies that the private sector in Ethiopia is ready to get involved in PPP arrangements provided that these attractive factors are put in place by the government. It is also valid to conclude from this finding that the Ethiopian government may consider offering these three important attractive factors to motivate and engage the private sector in development oriented PPP projects. Potentially, other attractive factors, such as tax exemption, risk sharing and loan provision may also be considered by the government to expedite engagement in, PPP projects. (Teshome, 2014)

‘‘ Generally, the collective suggestions imply that having a policy in which PPP is taken as a development strategy with its enabling legal environment would encourage potential sectors to collaborate with the government on mega development projects. With the establishment of a special government agency and the concomitant laws, regulations, and procedures, PPP projects could be properly executed thereby enhancing the development potential of the country’’ (Teshome, 2015)

2.3 Conceptual Frame work of the study

It known that development of the country became challenging without participation of private firms in the form of Public-Private Partnership (PPP) to a chive public servicing goals. Therefore, PPP can be conceived as a very important method of promoting development PPP as part of development. There are some conditions expected to be fulfilled, so that PPP could be taken as a part of development strategy of a given country. Accordingly, these conditions can be defined in three interrelated levels: strategic, contextual, and operational, each of them comprising a set of conditions or factors susceptible to having an impact on PPP (Urio, 2010).

Figure 2.2 The Levels of Conditions for PPP as the Part of the Development Strategy.



Source (Urio, 2010)

As described in Figure 2 in strategic level the country's political system (political will of leadership, think thank a, NGOs) and Public administration (transparency and accountability) are in important factor for PPPs. In contextual level considers a condition the state of domestic infrastructure (Electricity Power, Transportation facilities and communication facilities) and Partner awareness (private investors, public officials and civil society financiers) about PPP, impact or support of international development partners, and favorability in terms of geographical location and natural resource. The operational level includes the legal and Institutional framework, i.e., the rules governing the economy, private property, public procurement, contract law (and more specifically rules governing PPP), as well as the prevalence of PPP dedicated institution. Then, the competencies of partners to engage themselves in PPP contracts in terms of asset possession, financial capacity, legitimacy to secure loan, skills, and knowledge are factors considered in this level and this multiple case analysis study will focus on operational level and with some element of contextual level like partner's awareness about PPP and impact and favorability of application to the current UBS.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design and Approach

As the main objective of the study is to explore practice and challenge faced in adaptation and implementation PPP approach for unified billing system of Addis Ababa, which is the first type in the country as well as in Africa. The research is an explorative research type and it is multiple case study nature and dominantly qualitative nature with some use of quantitative research design formats. Accordingly, the study aims in depth understanding of the Unified billing of PPP in case of the MICT, Kifiya Financial Technology PLC, EEPCO, Ethio Telecom, and AAWSA and explore the happened experience in adapting and implementing PPP for unified billing partnership.

The study uses a mixed data which is qualitative and quantitative type to explore the practice UBS in adaption and implementation of PPP and illustrate the improvement area for farther research.

3.3 Target population and sampling Technique

The primary target population of this multiple case study is MICT, Kifiya Financial Technology PLC, EEPCO, Ethio Telecom, and AAWSA. In this regard the management and the worker of both public and private sector organization will be considered as primary data source.

consequently, from four public service organization key informant management staffs and departments who work directly with UBS PPP in operational level in the realization of partnership consist of chief officers, directors and managers with respective public organization will have sixteen population size. Also, in regard to the private sector the partner has 450 work force across 34 centers including head offices.

Therefore, in order to determine the sampling technique for this study, the researcher considers the nature of management research studies of mixed approach. Furthermore, the experiences others who have dealt with research studies of similar subject matter and

research design (case study approach) have been addressed. In this regard, management research is generally about inferring patterns of behaviors within specific populations. Accordingly, purposive sampling approach adapted in the study.

Composition and size of sample population

Table 3.1 Public Organization Sector

No.	Organization	Number of Respondent	Remarks
1	Ministry of Information Communication Technology (MICT)	2	1 Director
2	Ethio Telecom	6	3 Chief officer 3 Managers
3	Ethiopian Electric Power Corporation (EPPCO)	5	3 Chief officer 3 Managers
4	Addis Ababa Water & Sewage Authority (AAWSA)	3	2 Chief officer 2 Managers

Table 3.2 Private organization sector

No.	Organization	Number of Respondent	Remarks
1	Kifiya Financial Technology PLC	103	7 Chief officers 49 Center managers, Area managers and unit 32 CRO/Custodian Reconciliation Officer 15 Specialists

3.4 Data Source and Type

Due to nature of the study the qualitative and quantitative data type will be used in this research. Accordingly, the data collected for this specific multiple case study nature will use Operational dimension with some of element of contextual dimensions of PPP as development strategy: In regard to operational the data related to operation of UBS includes the legal and Institutional framework, i.e., the rules governing the economy, private property, public procurement, contract law (and more specifically rules governing PPP), as well as the prevalence of PPP dedicated institution and the competencies of partners to engage themselves in PPP contracts in terms of asset possession, financial capacity, legitimacy to secure loan, skills, and knowledge were assessed and related data can be collected. Additionally, in regard to Contextual Dimension Partners or stakeholder awareness (private investors, public officials and civil society financiers) data related in adapting and implementing PPP for unified billing has been collected.

This multiple case nature study adopted both primary and secondary source and type of data. As a source, different journals, articles, books, internet, unpublished manuscripts, library and other literature resource will take place in order to build operational and contextual level of Public-private Partnership and empirical experience of other counties with respect of adaptation and implementation of PPP has been considered.

3.5 Data Collection Method

To seek a data on UBS PPP approach recruiting process, practice and faced challenges a Primary data were captured from the management member of Ministry of Information Communication Technology (MICT), Ethio Telecom, Ethiopian Electric Power Corporation (EEPCO) and Addis Ababa Water & Sewage Authority (AAWSA) through key informant interviews with the mix of questions that will seek explanation and analysis on the issues of PPP adaptation and implementation practice and challenges in the case of respective public and private organization in realizing the partnership.

Also mixed but self-administered standard questioners of likert scale format has been applied to look in to the view, perception and experience to ward public private partnership in Kifya financial technology's operation center managers, Custodian Reconciliation

officers and at head offices; chief officers, Area manager, Unit manager, Regional manager and Specialists of private partner employees.

As Aragawi cited in Saunders, Qualitative data have meaning expressed in words classified into categories due to their non-structured nature and need conceptualization for analysis. (Aragawi as ccited in Saunders et al, 2009). Therefore, the dimensions described above will provide a meaning that can be expressed in words and involve conceptualization for analysis to have clear picture through data collection and analysis of qualitative and quantitative data.

3.6 Data Analysis and Presentation Method

Once all sufficient data from key informant interview and distributed questioner has been obtained the data analyzed with the information and knowledge obtained from secondary source specifically with other selected countries. Also, the data collected through interview addressed through triangulation method. This method is credited for bringing reliability to qualitative analysis and contents through cross referencing among responses of public organization who were been interviewed on their own positions and experiences regarding the practices and challenge of adaptation and implementing PPP for unified billing System.

The primary data has been collected through questioner which are qualitative nature but quantitative data, checked for any omission and misrepresentations through editing, coded for simplicity and organization, and tabulated for distribution. As they do represent current practices of handling quantitative data inputs, simplistic software packages such as the Statistical Packages for Social Sciences (SPSS) will be adopted to analyze and present primary data inputs collected through questionnaires of dominantly Likert scale questions. Content analysis has been employed to analyze these data through interpretative statement about the themes obtained through interview and triangulated. Also, descriptive analysis was utilized to analyze response obtained from questioners and table and charts were used to display the distribution of data together with simple graphics analysis.

3.6 Reliability and Validity

The validity and reliability issue of qualitative research can be addressed through triangulation. 'Triangulation' is possible and a good way to reap the benefits of both qualitative and quantitative methods. It is not aimed merely at validation but at deepening and widening one's understanding. In fine, 'triangulation' can, indeed, increase credibility of scientific knowledge by improving both internal consistency and generalizability through combining both quantitative and qualitative methods in the same study. However, effective 'triangulation' depends on coordination and collaboration; particularly those who are actively involved in collecting data and response. (Yeasmin & Khan Ferdousour Rahman, September 2012,).

Also Cronbach's alpha has been employed to measure the internal consistency reliability of the study and the alpha coefficient for the forty-one (41) items is 0.997, suggesting that the items have relatively high internal consistency and acceptable.

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

(Here N is equal to the number of items, c-bar is the average inter-item covariance among the items and v-bar equals the average variance.)

Accordingly, in this research the key stakeholder involved in adaptation and implementation public private partnership of unified bill system Addis Ababa used as multiple source of data for triangulation. Different data collection method such as likert questioners, key informant interview and closed ended nature questioners, content analysis of empirical and theoretical were been utilized for triangulation. Also, to ensure the validity of the research, that the extent to which measuring instrument provide adequate coverage of the topic under study, the adviser as well us the private partner of UBS PPP higher officials were consulted to provide their judgement on how well the measuring instrument meets the standard.

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Introduction

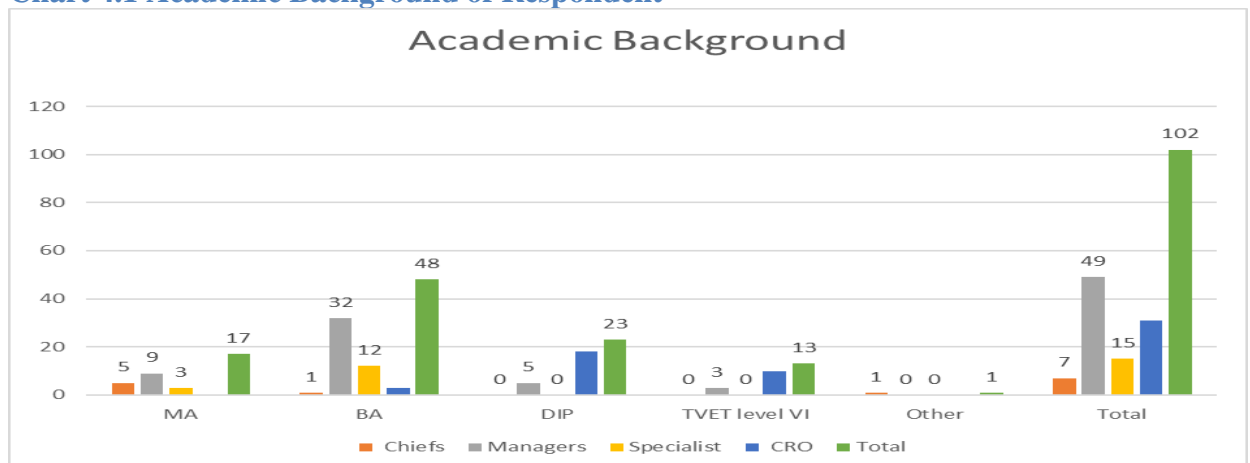
This section focuses on the analysis of the collected data and generating relevant findings. The entire process of analysis & detailed explanation of the findings has been handled in relation to the research topic in general and the research questions/objectives in particular. As such, the questionnaire data serves as the primary base of analysis while the data generated from other sources are triangulated to the questionnaire generated data. Thus, the chapter starts with a brief description of the sample respondents of the questionnaire. By highlighting the respondents' personal & job related characteristics, this part helps in providing a proper context/perspective to the research findings. Then, the chapter proceeds to the detailed presentation of the analysis results and interpretation of findings regarding the research questions/objectives.

4.2 Demographic Profile of Respondent

A total of 103 questioners were distributed for those purposively selected employee of Kifiya financial technology which is a private partner for UBS PPP and out of which 102 of questioner has filled and returned to researcher in time manner.

Also 16 closed ended questioner which were used as a key informant for utility organization or UBS PPP beneficiaries were distributed and 14 of them were responded accordingly. Additionally, the UBS PPP public partner minister organization MICT UBS PPP director has interviewed.

Chart 4.1 Academic Background of Respondent



As it is depicted in chart 4.1, the survey respondents comprised well-educated from four designated work positions with direct or indirect influence on PPP adaptation and implementation, for instance, 17 (16.7%), 48 (47.1%) and 23(22.5%) of them are MA, BA degree holders and diploma, respectively. This constituted about 88 (86.3%) of the total sample. The remaining two 13 (12.7%) and 1 (1%) are TVET and other, respectively.

Table 4.1 Respondent Demographic Profile

Age in Year			Years of Service in Kifiya Financial Technology PLC				
Age Category	Frequency	Percent	>4	up to 3 years	up to 2 years	< 1 year	Total
18-26	42	41.2	7	0	0	0	7
26-36	43	42.2	13	18	13	5	49
36-46	16	15.7	11	2	1	1	15
46-55	1	1.0	1	1	18	11	31
Total	102	100.0	32	21	32	17	102
		Frequency	Percent				
Gender	Female	62	60.78				
	Male	40	39.22				
		Total	102	100.0			

As indicated in table 4.1 the respondent are well experienced and matured practitioners and the table shows that 42 (41.2%) are between 18-25, 43 (42.2%) are between 26-35, years of age and 16(15.7%) are between 36-45, making the sample stratum dominated by matured people. As shown in Table 4.1, 85 (83.3%) of the respondents possessed more than two to four years of work experience with in Kifiya financial technology PLC.

4.3 Practice of PPP UBS from Government or Public Body Prospective

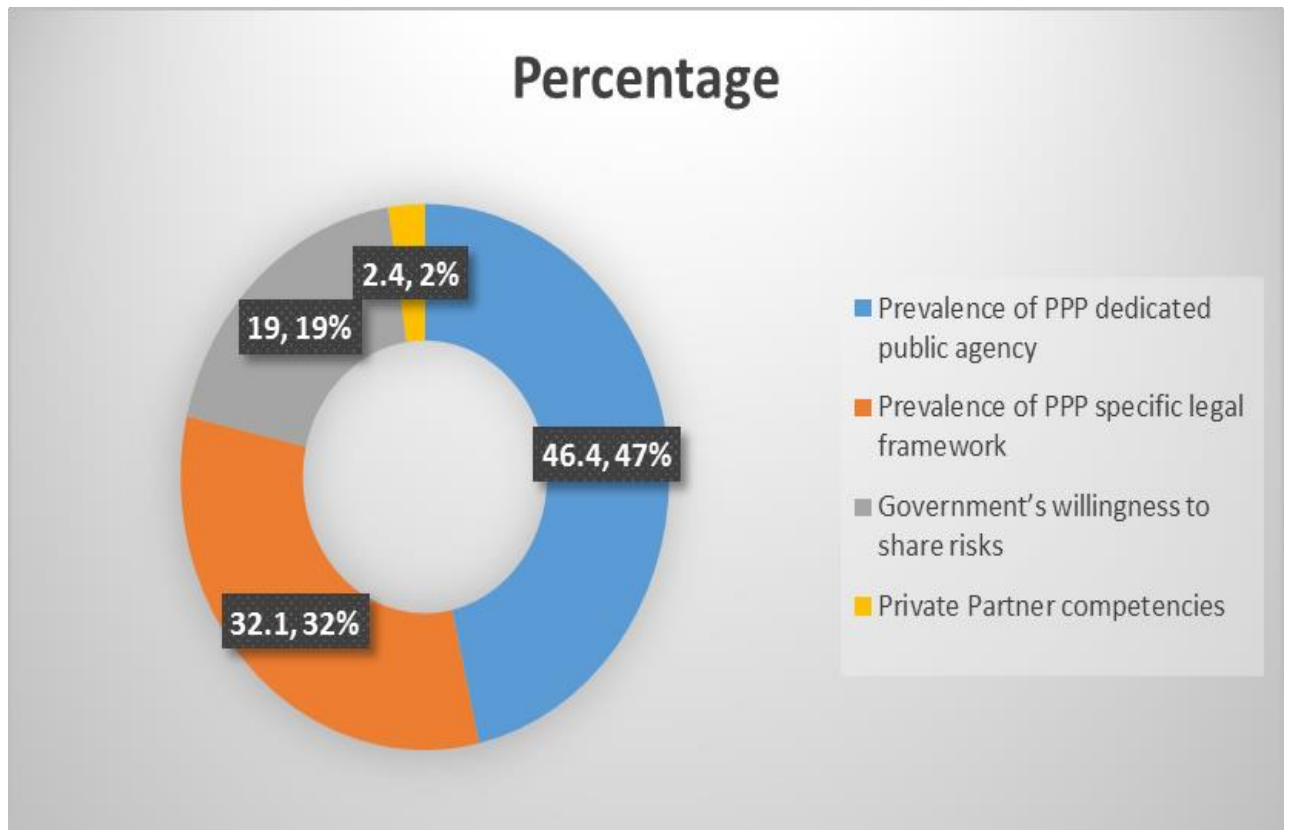
According to the data obtained from key informant interview the strategic purpose of government in adapting and implementing UBS PPP has two Strategic purpose which are; the MICT y mandated to improve public sector service delivery in modernized way through ICT and getting private expertize or knowledge. Accordingly, the government has formulated E-government policy which have multiple policy frame work which dictate as PPP a means to achieve strategical objectives.

Although, the MICT has under taken an independent study for UBS and come to learn that the service can be provided through PPP approach to leverage private partners financing/ investment capability and expertise which were identified in the feasibility study lacking capacity from government side pushed the ministry to look PPP approach. Also as a Public partner's MICT role is limited to oversight or checking whether SLA meet or not, checking the smooth running of the operation, public compliant handling, handling compliant between utility organization and private partner, promoting the services to public and create awareness about UBS PPP.

PPP Challenge in Operational Level of PPP Government Prospective

The operational level of PPP generally deals with legal and institutional framework and partner competencies in the eyes of utility organization or government. Accordingly, the key informant interview revealed that the country nor the Addis Ababa city administration do not have specific PPP law, but current Public procurement principle and the public procurement policy, Contract law between Kifiya and MICT, SLA between utility organization and MICT and Financial settlement agreement between utility organization and Other all existing financial and laws are applicable in UBS PPP.

Chart 4.2 Legal and Institutional Frame Work most challenges



As the above chart 4.2 indicate that 46.4% of utility organization respondent asserted lacking PPP dedicated PPP public agency considered is most challenging in adapting and implementing UBS which no PPP dedicated public agency or enterprise with a mandate to regulate, manage, and oversee the implementation of PPP in Ethiopia which will help in building strong confidence, identify potential developmental sector which can be done through PPP and help in building capacity among partners; 32.1%, Prevalence of PPP specific legal framework, which will provide clarity to stakeholders (public and private) on how the Government wants to undertake PPPs; 19.0% and 2.4% Private Partner competencies and Government's willingness to share risks are a most challenge identified during survey respectively. The public side prospective revealed that unavailability of legal and institutional framework for PPP has created a challenge in adapting and implementing PPP for UBS.

Table 4.2 Difficulty in managing UBS PPP

	High	Medium	Low
Poor level of partners' engagement and representation	85.7		14.3
Competing partners' ideologies; partners' conflicts	21.4	57.1	21.4
Poor decision making	35.7	57.1	7.1
lack of clarity on roles	42.9	50.0	7.1
lack of trust and the inability to manage the 'people issues'	35.7	42.9	21.4
Differences in organizational culture and as well as partners' miscommunication and misunderstanding	21.4	57.1	21.4

Source Own survey May 2016

In the above survey Table 4.2 has tried to assess private partner's competencies with this UBS PPP arrangement and the utility organization feeling. Accordingly, 85.7 % utility organization respondent revealed that there is a high poor level of partner engagement and representation which cause difficulty in managing the PPP project and private competencies is questionable or not efficient. Also Competing partners' ideologies; partners' conflicts, Poor decision making and lack of clarity on roles has rated in medium 57.1% and 50% respectively.

General Practice of Public PPP for UBS

Also, the key informant interview respondent from MICT has revealed the general practices of PPP adaptation and implementation of UBS has followed the following major decision process were followed;

- Undertaking feasibility Study are which improve public service and Indian experience has been visited and the model has been totally taken from the same PPP UBS approach in India.
- Identifying needed capital and expertise and knowledge
- Reported to ministry management get approved
- Discussion has taken with utility organization /importance of PPP, helping them in focusing to their main business and reduce transaction cost to people and improve service delivery/
- ICB bidding has floated which also encourage local bidder to participate and selected a vender accordingly

Table 4.3 General Practice Adaptation and Implementation of PPP

	Response	Yes		No	
		no.	%	no.	%
1	Did your organization participated in Evaluating and Selecting private partner?	10	71.4	4	28.6
2	MICT the initiator did consult Utilities organization in adapting PPP for UBS?	11	78.6	3	21.4
3	Do you think the private partner delivering the service as per Agreed SLA?	6	42.9	8	57.1
4	Do you believe that private Partner in the UBS is technically, operationally and financially Efficient in the current PPP modality?	4	28.6	10	71.4
5	Do your organization have holistic performance evaluation method in regard to private partner?	5	35.7	9	64.3
6	Do your organization have Single point of contact for private partner?	10	71.4	4	28.6

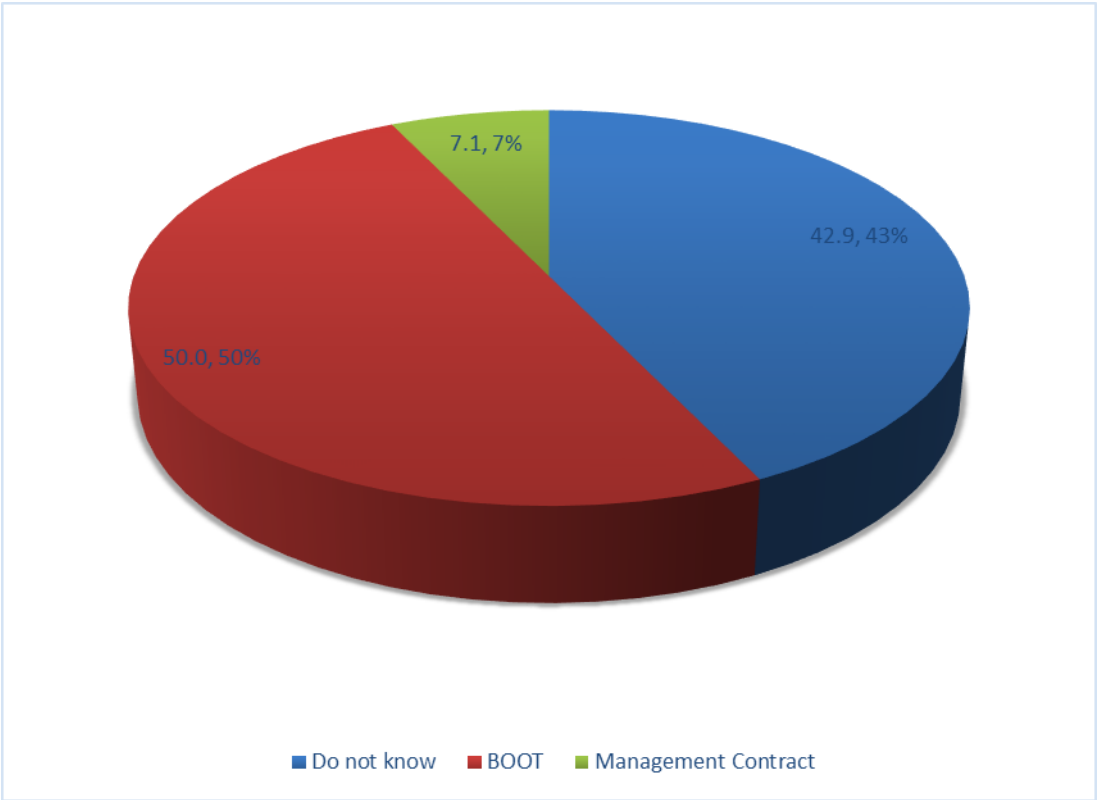
Own Survey May 2016

The above Table 4.3 shows that the public part beneficiaries or utility organization of UBS which 71.4% of respondent from public partners do not believe that the private partner have technical, operational and financial efficiency in performing PPP UBS which is highly deviate the strategic purpose of the government in leveraging financial and operational expertise's of the private partner. Also 64.3% of public partners respondent reveled that there is no performance evaluation method and 57.1% of believed that the private partners not delivering the service as per agreed service level agreement which the result indicate that there is no performance monitoring approaches existed for PPP. However, 57.1 % of utility organization performance issue raised Only when an issue arises which is reactive way of mitigation. Also, 78.6% and 71.4 % respondent respectively revealed that the PPP initiator MICT has consulted utility organization prior to adapting and implementing PPP for UBS and the utility organization has participated in evaluating and selecting private partners. Accordingly,71.4% the utility organization respondent reveled that single point of contact for private partners has availed for smoothness of the operations.

There is different modality in adaptation and implementation PPP approach. Accordingly, the undermentioned figure 4.3 show that none of utility organization know that type of PPP

modality implemented for UBS which leads to confusion with regard to role and responsibility among utility organization and private partner. However, the PPP initiator MICT revealed on interview currently BOT (Build Operate Transfer) PPP modality has been implemented.

Chart 4.3 Current UBS PPP Modality from Utility Organization Prospective



Source Own survey May 2016

According to statically information obtained from utility organization which are 85.7 % of respondent believed that the government should incentivize the private partners by providing loan and creating awareness to customers in order to encourage PPP. The remaining respondent which are 14.3 % revealed that other incentive like improving private partner commission, provision of working center or offices, and other industry specific requirements must be provided to private partner in order to encourage PPP. Additionally, 50% utility organizations respondent rate Unsatisfactory regarding to PPP in enhancing governmental financing capabilities through the mobilization of private sector

fund;42.9% and 7.1% Satisfactory and Excellent/Outstanding respectively which shows that there is no clear understanding of government objectives in utility organization about PPP. Which the result shows that there is low awareness in the utilities organization in current PPP approach.

4.4 Current Practice of PPP UBS from Private Partner Prospective

Kifiya Financial Technology Plc. (Kifiya) was established in February 2010 by the founders of a company with more than two decades of experience in Information Communication Technology (ICT) in Ethiopia. Also by leveraging innovative technology and distribution channels, is a company dedicated to making financial and non-financial services simple, affordable and within reach in Ethiopia and beyond.

Kifiya Financial technology PLC is a private partner with current UBS PPP and its main role is investing, operating and responsible for day today revenue collection from utility organizations customer and undertaking settlement as per agreed contract. Furtherly, the private partner responsible administrative control at revenue collection center, the technology used and operation and maintenance of the system and money collection from customer and depositing to respective utility organization as per agreed SLAs.

4.4.1. Contextual Level of PPP in UBS Addis Ababa

The contextual level of PPP broadly considers a condition the state of domestic infrastructure like Electricity Power, Transportation facilities and communication facilities and Partner awareness (private investors, public officials and civil society financiers) about PPP, impact or support of international development partners, and favorability in terms of geographical location and natural resource. Accordingly, the researcher has tried to focus with some element of contextual level of partner's awareness (private and public officials).

Table 4.2 Contextual Level of PPP of UBS

Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	Std. Deviation
	no.	%	no.	%	no.	%	no.	%	no.	%		
Contextual level of PPP in UBS												
UBS Stakeholders are willing in providing technical and operational support	39	38.2	45	44.1	11	10.8	6	5.9	1	1.0	4.13	.897
Private sector can be a source of technical and financial resource for public private partnership?	57	55.9	29	28.4	11	10.8	5	4.9		0	4.35	.863
PPP will provide expertise and innovation capacity in enabling PPP	42	41.2	37	36.3	19	18.6	3	2.9	1	1.0	4.14	.890
There is an excellent support of government officials towards private partner in realization of PPP of UBS	37	36.3	36	35.3	21	20.6	7	6.9	1	1.0	3.99	.970
There is clear role and responsibilities between public and private in UBS	36	35.3	41	40.2	17	16.7	4	3.9	4	3.9	3.64	1.217
Avoid public investment restriction templet	16	15.7	32	31.4	42	41.2	8	7.8	4	3.9	3.50	1.069
Training will be provided about UBS and PPP in continuous manner	28	27.5	32.0	31.4	24.0	23.5	15.0	14.7	3.0	2.9	3.47	.982
Average Mean and Standard Deviation											3.89	0.98

Source own survey 2016

In exploring current contextual level of PPP for unified billing system with regard partner’s awareness in PPP adaptation and implementation has discussed hear. Accordingly, Table 4.4 illustrates the relative private partner awareness for each of the seven factors based on the rating of all survey respondents. As the above table shows the two of the components of the contextual level of current UBS PPP analysis the Private sector can be a source of technical and financial resource for public private partnership in adapting and implementing PPP, PPP will provide expertise and innovation capacity in enabling UBS and UBS Stakeholders are willing in providing technical and operational support and look to be highly positively regarded by the respondents as reflected by the mean scores of their responses (4.35, 4.14 and 4.13 respectively) which the respondent feedback shows that, private awareness is very critical in adapting and implementing PPP. On the other hand, there is an excellent support of government officials towards private partner in realization of PPP of UBS (3.99), there is clear role and responsibilities between public and private in UBS (3.64) and training will be provided about UBS and PPP in

continuous manner score (3.47) of the PPP adaptation and have been regarded less favourably by the respondents. This resulted in relatively lower mean results of 3.99, 3.64 and 3.47 points respectively.

Furthermore, the difference between the minimum (.863 for Private sector can be a source of technical and financial resource for public private partnership) and the maximum (1.217 for There is clear role and responsibilities between public and private in UBS) limit of standard deviations of the responses was only 0.345 points indicating that the respondents has clearly aware PPP approach which will help the enhancement of service delivery which indicate better awareness of private partners about PPP as a means in developmental strategy.

4.4.2 Operational Level Challenge of PPP in UBS Addis Ababa

Also in this part the researcher tried to assess the feeling of private partner in legal and institutional frame work and partner competencies with current UBS PPP. in the operational level of PPP.

Table 4.5 Operational level of PPP in UBS

	Strongly Agree		Agree		Neutral		Disagree		Strongly DisAgree		Mean	Std. Deviation
	no.	%	no.	%	no.	%	no.	%	no.	%		
Are the following Critical success factor PPP is a challenge for UBS?												
Prevalence of PPP dedicated institution	19	18.6	42	41.2	28	27.5	10	9.8	3	2.9	3.63	.994
lack of government guidelines and procedures on PPP	33	32.4	28	27.5	22	21.6	13	12.7	6	5.9	3.68	1.220
Favorable legal framework for PPP	28	27.5	36	35.3	25	24.5	8	7.8	5	4.9	3.73	1.100
Appropriate risk allocation and risk sharing	27	26.5	29	28.4	24	23.5	13	12.7	9	8.8	3.51	1.257
Commitment and responsibility of public and private sectors	30	29.4	41	40.2	20	19.6	7	6.9	4	3.9	3.84	1.051
Well organized and committed public agency	30	29.4	30	29.4	22	21.6	13	12.7	7	6.9	3.64	1.217
Competitive PPP procurement process	22	21.6	26	25.5	39	38.2	11	10.8	4	3.9	3.50	1.069
Government involvement by providing guarantee	23	22.5	29	28.4	33	32.4	14	13.7	3	2.9	3.54	1.078
Average Mean and Standard Deviation											3.63	1.12

Own survey May 2016

Similar to the analysis results observed in the previous part (Conceptual level challenge of PPP), there looks to be some positive outlook from respondents on operational level of PPP challenge which is institutional frame work and partner's competencies in regard to UBS PPP. Accordingly, a majority of the respondents indicated that Commitment and responsibility of public and private sectors is highly a challenge in adapting current UBS PPP. The mean result, at 3.84 shows how the current is practice challenging. Consistent to this result, the researcher's observations and the private partner respondent confirmed that unavailability Favorable legal framework for PPP(3.7), lack of government guidelines and procedures on PPP(3.68), Prevalence of PPP dedicated institution(3.63), Well organized and committed public agency (3.64), Appropriate risk allocation and risk sharing (3.51), Government involvement by providing guarantee (3.54) are a key challenge in adapting and Implementing UBS PPP which resulted an average of mean score (3.63) and minimum mean score 3.50 were recorded for Competitive PPP procurement process as a challenge. However, the standard deviation figures (between 0.994 and 1.22) shows that there is no relatively significant variation among the respondents' views regarding the operational challenges to ward current PPP of UBS.

Also different research conducted in Ghana, South Africa and Tanzania show that lacking adequate legal and Institutional framework, i.e., the rules governing the economy, private property, public procurement, contract law (and more specifically rules governing PPP), as well as the prevalence of PPP dedicated institution will create un proper understanding of the concept and its operationalization in the public and private sector, mistrust of private sector, Takes extra longer time for contracts to be signed and payments to be made, Lack of public awareness about PPP and benefits , Government aggressiveness on risk transfer, lacking in addressing value for Money and Political corruption is the use of powers by government officials for illegitimate private gain.

General Challenges of UBS PPP

In this part of respondent survey, the researcher also need to address what are other nonoperational level of challenge existed or faced by private partner in the commencement of UBS PPP.

Table 4.6 Private party general challenges

	Strongly Agree		Agree		Neutral		Disagree		Strongly dis		Mean	Std. Deviation
	no.	%	no.	%	no.	%	no.	%	no.	%		
Other challenges	34	33.3	28	27.5	30	29.4	6	5.9	4	3.9	3.80	1.090
Lengthy delays in negotiation	34	33.3	28	27.5	30	29.4	6	5.9	4	3.9	3.80	1.090
Strong and good private consortium	23	22.5	39	38.2	24	23.5	10	9.8	6	5.9	3.62	1.117
Good governance	32	31.4	37	36.3	20	19.6	8	7.8	5	4.9	3.81	1.115
Political support	26	25.5	25	24.5	30	29.4	7	6.9	14	13.7	3.41	1.315
Shared authority between public and private sectors	28	27.5	33	32.4	29	28.4	7	6.9	5	4.9	3.71	1.095
Project technical feasibility	27	26.5	43	42.2	15	14.7	9	8.8	8	7.8	3.71	1.182
Social support	29	28.4	46	45.1	15	14.7	8	7.8	4	3.9	3.86	1.044
Thorough and realistic assessment of the cost and benefits	27	26.5	33	32.4	25	24.5	9	8.8	8	7.8	3.80	1.072
Lack of business and profit generating skill in the public sector	20	19.6	33	32.4	30	29.4	10	9.8	9	8.8	3.44	1.174
High quality of service required	42	41.2	39	38.2	16	15.7	2	2.0	3	2.9	4.13	.951
Average mean and standard deviation											3.73	1.12

Source Own survey

As discussed under operational level of challenge the respondent asserted that not having legal and institutional frame work is a high challenge in realization of PPP. Accordingly, the respondent was asked consistent question whether practically occurred or not in the realization of UBS PPP. The above Table 4.6 feel that their getting high quality of service (4.13), getting social support (3.86), lack of good governance (3.81), Lengthy delays in negotiation (3.8), through and realistic assessment of the cost benefit (3.8), Shared authority between public and private sectors (3.71) and proper Project technical feasibility (3.71) are among highest mean scored which respondent feel that an actual challenge in UBS. The rest Political support (3.41), Strong and good private consortium (3.62) and Lack of business and profit

generating skill in the public sector (3.44) relatively low mean has recorded as challenge. This result substantiates the research under taken in different country which discussed earlier.

PPP Service Delivery Impact

Creating Efficient approach in service delivery to citizen as the primary objective of UBS. Accordingly, the researcher has conducted a survey to know the current PPP impacts on service delivery.

Table 4.7 PPP Service Delivery Impact

Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly disagree		Mean	Std. Deviation
	no.	%	no.	%	no.	%	no.	%	no.	%		
Service delivery impact PPP in UBS												
Private partners will deliver efficient service through PPP	39	38.2	45	44.1	11	10.8	7	6.9			4.14	.890
PPP Has an impact in Service Expansion and Accessibility to society	52	51.0	35	34.3	12	11.8	2	2.0	1	1.0	4.32	.834
Current UBS PPP has a great impact in collection of public revenue	37	36.3	44	43.1	16	15.7	5	4.9			4.11	.843
Social pressure of poor public facilities	31	30.4	41	40.2	26	25.5	2	2.0	2	2.0	3.95	.905
Average mean and standard deviation											4.13	0.87

Own survey May 2016

The above Table 4.7 indicate that respondent feeling in regard to PPP impact in service delivery and 87(85%) the respondent is agreed that PPP Has an impact in Service Expansion and Accessibility to society;84(82%), 81(79%) and 72(71%) respondent agreed Private partners will deliver efficient service through PPP, Current UBS PPP has a great impact in collection of public revenue and Social pressure of poor public facilities respectively. Consistently, the average mean score 4.13 indicate that how respondent feel that PPP has high impact delivering efficient services and addressing the PPP critical strategic issues related to improving urban infrastructure in emerging economy like Ethiopia.

General Practice of PPP In UBS

In this section is to get private partner employees perception toward the general experience with regard to PPP in UBS and the researcher would like to get insight about PPP impact in employment, its investment cost, availability of skilled and labor political pressure and social support and private incentives schemes of private partner view and experience and the reasons why UBS PPP adapted and implemented.

Table 4.8 General Practice of PPP in UBS

Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly disagree		Mean	Std. Deviation
	no.	%	no.	%	no.	%	no.	%	no.	%		
General Practice of PPP in UBS												
Private Partner has Creates more Job than Public organizations in current PPP of UBS	33	32.4	37	36.3	26	25.5	6	5.9			4.32	0.47
Sourcing sufficient numbers of employees from the local labor market who had the appropriate qualifications, training and experience to start working immediately in the PPP projects is practical	34	33.3	38	37.3	18	17.6	9	8.8	3	2.9	3.89	1.062
There is no Confusion over government objectives and performance evaluation of PPP	24	23.5	25	24.5	36	35.3	14	13.7	3	2.9	3.52	1.088
There is a high risk relying on private sector in PPP	29	28.4	26	25.5	19	18.6	19	18.6	9	8.8	3.46	1.318
UBS PPP creates high employment positions	36	35.3	43	42.2	18	17.6	4	3.9	1	1.0	4.07	.882
There is High project costs in UBS PPP	30	29.4	39	38.2	26	25.5	4	3.9	3	2.9	3.87	.982
A great deal of management time spent in contract transaction	36	35.3	41	40.2	22	21.6	2	2.0	1	1.0	4.07	.859
Economic development pressure demanding more facilities	46	45.1	33	32.4	17	16.7	2	2.0	4	3.9	4.13	1.021
Political pressure	16	15.7	25	24.5	35	34.3	15	14.7	11	10.8	3.20	1.194
Private incentive	26	25.5	35	34.3	26	25.5	11	10.8	4	3.9	3.67	1.093
Shortage of government funding	18	17.6	25	24.5	37	36.3	11	10.8	11	10.8	3.27	1.195
Inefficiency because of public monopoly and lack of competition	37	36.3	27	26.5	19	18.6	10	9.8	9	8.8	3.72	1.293
Average mean and standard deviation											4	1

Own survey 2016

Table 4.8 indicates cumulatively 70 (68.6%) of the respondent has agreed that private partner has created more job than public stakeholder organization; the 26 (25.5%) and 6(5.9%) remain neutral and disagreed respectively.

Due to new phenomena of PPP in Addis Ababa the respondent was asked if there are sufficient numbers of work force available from the local labor market who had the appropriate qualifications, training and experience to start working immediately in the PPP projects and 72(70.2%) of respondent has agreed and 18(17.6%), 12(11.7%) are neutral

and disagreed respectively. In regard to government objective and performance evaluation PPP clarity 49(48%) agreed with clarity which is below the average feel of the respondent; 36(35.3%) and 17(16.6%) responded neutral and disagree respectively. In the last many years' utility service has been rendered in monopoly by public organization or government. So that, the respondent was asked if there is a high risk relying on private sector in PPP and surprisingly 55(53.9%) of respondent feel there is a risk relying on private company;19(18.6%) and 18(27.7) feel that neutral and disagree respectively. The other critical factor in implementing PPP is cost and 69(67.6%) of the respondent feel that the private partner has invested a high amount of money in implementing UBS PPP project;26 (25.5%) and 7(6.8%) responded neutral and disagree respectively.

Also the researcher wants to know the feeling of respondent regarding to the reason of adapting PPP specifically in UBS. Accordingly, the respondent was asked if there is Economic development pressure demanding more facilities, Political pressure, Private incentive, Shortage of government funding and Inefficiency because of public monopoly and lack of competition. Accordingly, in the first rank 79(77%) of respondent agreed that PPP required due to Economic development pressure, secondly 64(63%) of respondent agreed that due to Inefficiency because of public monopoly and lack of competition the PPP demanded, thirdly 61(60%) of respondent agreed that due to private incentive availability, fourthly and fifthly 43 (42%) & 41(40%) respondent was feel that PP required due to Shortage of government funding and political pressure. Therefore, the result shows that PPP approaches can create employment opportunity, and needs high capital investment and the country's economic development has demanding private financial and innovation capacity to accelerate developments.

CHAPTER FIVE: FINDING, CONCLUSIONS AND RECOMMENDATIONS

5.1 Findings

- The country does not have comprehensive PPP policy, legal and institutional frameworks that provide clear guidelines and procedures for development and implementation of PPPs.
- Due to change created there was a high confusion to customer taking public services to private sector.
- Unknowns of current PPP approach and modality in utility organization.
- Utility organization demanding to handle through conventional procurement process for PPP and do not to give much authority to private partner.
- Resistance in paying bill to private partner due to PPP approaches implementation
- Double payment or double collection and delay in refund due to offline systems
- Poor level of partners' engagement and representation
- Lack of IT infrastructure system efficiency and poor system structure by private partner
- Long que and customer handling problems in private partners
- Less quality of bill information
- Failure to deposit collection within 48 hr.
- There is a lack of Commitment and responsibility of public and private sectors
- No per defined incentive for PPP but the investment law for ICT has provided an opportunity of tax exemption in importing products which is UBS PPP fall in ICT investment sector.
- Lacking Shared authority between public and private sectors, Strong and good private consortium and Lengthy delays in negotiation
- BOT (Build operate Transfer) because it is the safest way as PPP as delivery approach
- PPP created more job

5.2 Conclusions

Government challenges in adapting and implementing PPP in UBS

- Do not have clear and Substantial technical, operational and financial risk transfer method to the private party
- There is no clear method whether the UBS PPP delivering value-for-money
- There is no standard or holistic performance evaluation method of PPP
- There is lack of PPP approach awareness in utility organizations
- Private partner lacking an operational competency not delivering the service as per agreed SLAs and lack in using working hour effectively.
- Lacking PPP dedicated public agency

Private Challenges in Adapting and Implementing PPP in UBS

- Confusion over government objectives and performance evaluation of PPP
- Lack of having Favorable legal framework for PPP, lack of government guidelines and procedures on PPP, Prevalence of PPP dedicated institution, well organized and committed public agency,
- Un appropriate risk allocation and risk sharing,
- No involvement of Government in providing guarantee
- High quality of service requirement with unstable internet infrastructure
- Lacking Social support at initial stage
- Project technical feasibility study is as challenge.

General Experience and Practice of UBS PPP

- The existed Privatization of Public Enterprises Amendment Proclamation (182/1999), Investment Proclamation (No 280/2002), Public Enterprise Supervising Authority Establishment proclamation (No 412/2004), Ethiopian Federal Government Procurement and Property Administration Proclamation (No. 649/2009), and Investment Proclamation (No. 769/2012) county laws provide a chance to start PPP but to go further with PPP approach there is lack of stakeholder awareness and other legality issues. In the current UBS PPP approach private partner paid upon the actual operation and generated revenue in the operation. In

the current countries procurement law payment can be made up on supply of goods or service with clear term of reference and understood by vender. But in UBS the private partner invested without any advance payment and bear all associated risks and collect a commission-from generated revenue.

- The PPP initiator MICT has consulted the utility organization prior to adaption and implementation of UBS PPP and in evaluating and selecting the right partner
- local labor market provides appropriate, qualified work force to start PPP immediately
- PPP Require high cost of investment
- PPP demanded due Economic development pressure, Inefficiency because of public monopoly and lack of competition and due to availability of private incentive like tax exemption.
- Dispute among utility organization and private partner will be settled through discussion with string committee composed of all parties' representative.
- UBS PPP help the utility organization in focusing to their main business
- UBS PPP shows that private company can be source of financial and technical resource and will fill existed gap.
- Created capable institution which Lehulu providing UBS through PPP and given a lesson to replicate PPP approach to other sectors.
- PPP needs strong SLA

Impact of PPP in delivering efficient service in UBS

- PPP has a great impact on Service Expansion and Accessibility to society;
- Private partners will deliver efficient service through PPP
- The UBS PPP project has given a lesson to government to replicate to other sector
- The strategic objective of the government has met delivering single window or one stop shopping for utility bill are realized to citizen

5.3 Recommendation

1. Regarding Contextual level of PPP adaptation and implementation

- The government must undertake extensive stake holder awareness prior to implementation and adaptation PPP
- Strong collaboration needed between public and private sector and needs institutional arrangement to handle issues for running of smooth operation.

2. Regarding Operational level of PPP adaptation implementation

- Government must create a clear and stable legal environment for PPP projects, in order to reduce the perception of risk, attract more competition for projects, attract more lending and therefore reduce project costs. The legal (and regulatory) framework creates the foundation for the institutional, regulatory, commercial and financial environment for PPP with clarity, consistency, transparency and certainty. It is particularly critical for the institutional framework, describing the interactions, relationships and coordination among partners.
- A government must create a well-designed institutional framework, with clear and strong political support. An institution organizes, coordinates and focuses the resources of the Government in the manner best suited to encourage and enable PPP.
- Governments can and should use public resources to support and enable PPP programs and assure that value for money has been met in any PPP modality.

Therefore, this study recommends for further studies;

- Is current UBS PPP address VfM Value for money?
- Is Build Operate Transfer (BOT) modality of PPP being the right modality in UBS
- What is the impact of partnering with utility organization rather of MICT?

References

- Agrawa, P. C. (2008). *Performance Improvement Planning: Developing Effective Billing and Collection Practices*. India: WSP, water and sanitation Program.
- Agri Info. (2015). *My agricultural information Bank*. Retrieved from <http://agriinfo.in/?page=topic&superid=9&topicid=181>
- Anna Watson Howard Viney and Patrick Schomaker. (2002). Consumer attitude towards utility products. *Journal of Marketing Intelligence and planning*, 394-395.
- Aragawi as cited in Saunders et al. (2009). *research method for Methods for Business Students*,. Pearson Education Limited .
- Asubonteng, K. A. (2011). *The potential for Public Private partnership (PPP) in Ethiopia*. Addis Ababa : Addis Ababa Chamber of Commerce and Sectoral Associations.
- Boeva, B., & Vassileva, A. (2008). Public-Private partnership ;Formulae for Success, Incentives and Barriers. *Economic Alternatives, Issue 2*.
- Dominic, M., & Fikisndle, c. (2007). *Increasing Service delivery through Partenership between private and public Sector*.
- Febowitz, J. (2014). *Future of IT Infrastructure: The New Infrastructure of IT at Utilities* . USA: IDC Energy Insights Information and Data.
- Felsing Klaus. (2011). *Public private Partenership Handbook*. Washington, DC; World Bank: Asian development bank ADB.
- Felsing Klaus. (2011). *Public-Private Partnership Handbook*. Washintgen: ADB.
- Ghere. (2001). Probing the strategic intricacies public private partnership. *Public Adminstration review* , 441-451.
- Girmashaw. (2001). New control mode and emergent organizational form :private public contracting in public administration. *Public adminstration review*, 407-430.
- Gurie Weihe. (2005). *Public-private partenerships:Adressing a Nebulous Concept*. Scotland: International center for bussiness and politics copenhagen Business school .
- IP3, I. f.-P. (2009). *Public-private Partenership in E-Government: Knowledge Map*. washington: infoDev.
- Jeffrey Delmon. (2014). *Creating a Framework for Public-Private Partnership (PPP) Programs*. watington DC: World Bank Group / Enabling infrastructural investment/.

- Jr. Nicholas P. as cited in Lovrich. (2000). *Lovrich, Jr. Nicholas P.* Cambridge, Massachusetts: The MIT Press.
- Klijn and Teisman forthcoming. (n.d.). *Klijn, Erik-Hans and Geert R. Teisman (forthcoming.* UK.
- Marian Moszoro and Magdalen Krzayzanowska. (2011). *Implementing public - private partnership in municipalities.* Navarra: IESE business School.
- Marin, P. (2009). *Public-Private Partnerships for Urban Water Utilities ;A Review of Experiences in Developing Countries.* Washington DC : The International Bank for Reconstruction and Development / The World Bank 1818 H Street NW.
- MoF. (2014). Ghana Public private Partnership Programme (PPP). Public Investment Division/Ghana PPP Programme.
- Peters, & Radenovic, a. c. (1998). *Public private partnerships as institutions and instrument.* Basingstoke and New York: Palgrave.
- Rahel Sertsu. (2014). *Contribution of unified Billing System In Facilitating Public Service Delivery: The case Of Selected of Selected Lehulu Centers in Centers in Addis Ababab.* Addis Ababa.
- Rashed, M, Alam, M, Toriman, & M. (2011). Considerable Issues for sustainable Public-private partnership Project. *Scientia journals Res Manageria,*, Vol. 2, Issue 4, pp 57.
- Ratra, S., Sheppard, J., & Burger, P. (2010). *Dedicated Public-Private Partnership Units A SURvey of InStItUtIonAl AnD GovernAnce StrUctUreS.* Paries: OECD (Organisation for Economic Co-operation and development).
- Service WorksGlobal. (2015). *Public-Private Partnerships What the World can Learn from Canada.* UK: Canadian Council for Public-Private Partnerships (CCPPP),.
- Teshome, T. B. (2014). Factors for Implementing Public-Private Partnership PPP) in the Development Process: Stakeholders'. *International Journal of Science and Research (IJSR)*, 792-797.
- Teshome, T. B. (2015). Policy, Legal, and Institutional Frameworks for PPP Implementation in Development Process: Stakeholders' Perspective . *China-USA Business Review*, 143-158.
- Thomsen, S. (2005). Encouraging Public-Private Partnerships in the utility sector:*The role of development Assistance.*Kama Hal, Entebbe, Uganda: NEPAD/OECD Investment Initiative.

- Urio, P. (2010). *Public-private partnerships success and failure factors for in-transition countries*. Lanham: University Press of America.
- Wakiaga Kiberet Mamuye as cited in GOt& Abbot fund. (2013, October 12 Oct. 2013). *Public-Private Partnership for Health Care in Tanzania*. Retrieved from Web. 14 Aug. 2014: [Http://www.abbottfund.org](http://www.abbottfund.org)
- Wakiaga, J., Kiberet, H., & Mamuye, R. (2015). *Prospects of Public- private Partnership (PPP) in Ethiopia*. Addis Ababa: UNDP Ethiopia.
- Wakiaga, Kiberet, Mamuye, &, & as cited in CDPR Report, C. f. (2011). *Prospects Of NonTraditional Sources Of Development Finance In Ethiopia*. Addis Ababa: MOFED and UNDP, 1-92.
- Weihe as cited in Harding. (1998). Public-Private Partnerships in the UK. In J. (. Pierre, *Partnerships in Urban Governance, European and American Experiences*. Basingstoke and New York: Palgrave.
- World bank Group. (2002). *Lessons from experience in cLient countries*.
- Yeasmin, S., & Khan Ferdousour Rahman. (September 2012,). 'Triangulation' Research Method as the Tool of Social Science Research. *BUP JOURNAL, Volume 1, Issue 1*, ISSN: 2219-4851.

APPENDICES

**Practice and Challenges of Public-Private Partnership for a Unified
Billing System in Addis Ababa** (for private partner Kifiya financial Technology PLC)

Dear respondent,

This instrument is dispatched to you in order to assess your experiences, views, and feelings on the practices and challenge of Public-Private Partnership (PPP) for a Unified Billing System (UBS) in Addis Ababa. Accordingly, you are selected due to your prominent knowledge and experience in current PPP of UBS among Kifiya Financial technology PLCs employees.

Your responses to questions in this instrument shall provide the study with the chance to generate balanced and objective findings on the subject matter of PPP. I pledge that the responses you provide here will be used for no other purposes than those specified here above; your anonymity shall be maintained; and that the outputs of the study will not be manipulated towards any end whatsoever. As a primary stakeholder, your cooperation shall be of great meaning to the process and outcomes of this study and is duly appreciated.

Instruction

The questions in this instrument are classified/organized in to two parts. The first part addresses your demographic backgrounds and employment history as well as current disposition.

In the second part is particularly represented by questions whose format is of a five point Likert-scale where you the respondent shall specify your views and experiences on practices and challenge UBS PPP adaptation and implementation with contextual and operational level of PPP in UBS.

Part I: Demographic and Job Profiles/Background of Respondents										
Q1	Gender	Male	<input type="checkbox"/>	Female	<input type="checkbox"/>					
Q2	Age									
	18 to 25	<input type="checkbox"/>		46 to 55	<input type="checkbox"/>					
	26 to 35	<input type="checkbox"/>		56 and Above	<input type="checkbox"/>					
	36 to 45	<input type="checkbox"/>								
Q3	Marital Status	Married	<input type="checkbox"/>	Single	<input type="checkbox"/>					
Q4	Level of Education									
	PHD	<input type="checkbox"/>								
	MA/MSc/MBA	<input type="checkbox"/>								
	First Degree	<input type="checkbox"/>								
	Diploma	<input type="checkbox"/>								
	TVET level VI	<input type="checkbox"/>								
	Other (specify)	<input type="checkbox"/>								
Q5	Current Designated work Position Name									
	Chief officers				<input type="checkbox"/>					
	Managers				<input type="checkbox"/>					
	Specialists				<input type="checkbox"/>					
	CRO/Custodian Reconciliation Officer/				<input type="checkbox"/>					
Q6	Years of Service									
	< 1 year	<input type="checkbox"/>								
	Up to 2 years	<input type="checkbox"/>								
	Up to 3 years	<input type="checkbox"/>								

	≥4 years	<input type="checkbox"/>								
Q7	Please specify your present employment type (form of employment) in the organization/project you are hired by currently									
	Short term contract (1 year)	<input type="checkbox"/>								
	Temporary	<input type="checkbox"/>								
	Long term contract (up to 3 years)	<input type="checkbox"/>								
	Permanent	<input type="checkbox"/>								
Part II: Respondent Experience and views in regard to the practices and challenge in operational and with some element of contextual level of PPP										
Please rate your responses based on your views and experience regarding the practices and challenge in your organization. The highest score is 5 points and is selected if you "strongly agree" with the message conveyed in the statement. Subsequently 4 points imply that you "agree" while 3 points mean you are "neutral" on the issue. On the other hand, 2 points represent the notion that you "disagree" with the assumption of that particular statement. The lowest score is 1 point and reflects that you "strongly Disagree" with the message conveyed in the statement. Depending on your level of agreement, put an X mark against each statement under the scale that represents your view.										
Note: the questions are provided in statement forms that convey a positive note. This approach is chosen for purposes of consistency & simplicity during analysis and interpretation of data. Please put your answers as fairly and objectively as possible.										
No	Contextual level of PPP					5	4	3	2	1
1	UBS Stakeholders are willing in providing technical and operational support									
2	Private sector can be a source of technical and financial resource for public private partnership?									
3	Private Partner has Creates more Job than Public organizations in current PPP of UBS									

4	Private partners will deliver efficient service through PPP					
5	PPP will provide expertise and innovation capacity in enabling PPP					
6	There is an excellent support of government officials towards private partner in realization of PPP of UBS					
7	PPP Has an impact in Service Expansion and Accessibility to society					
8	Sourcing sufficient numbers of employees from the local labor market who had the appropriate qualifications, training and experience to start working immediately in the PPP projects is practical					
9	Current UBS PPP has a great impact in collection of public revenue					
10	There is no Confusion over government objectives and performance evaluation of PPP					
11	There is a high risk relying on private sector in PPP					
12	UBS PPP creates high employment positions					
13	There is clear role and responsibilities between public and private in UBS					
14	Training will be provided about UBS and PPP in continuous manner					
15	There is High project costs in UBS PPP					
16	A great deal of management time spent in contract transaction					
17	Economic development pressure demanding more facilities					
18	Political pressure					
19	Social pressure of poor public facilities					
20	Private incentive					
21	Shortage of government funding					
22	Inefficiency because of public monopoly and lack of competition					
23	Avoid public investment restriction templet					
Operational level of PPP						
No	Are the following Critical success factor PPP is a challenge for UBS?	5	4	3	2	1
1	Lengthy delays in negotiation					

2	Prevalence of PPP dedicated institution					
3	lack of government guidelines and procedures on PPP					
4	Favorable legal framework for PPP					
5	Appropriate risk allocation and risk sharing					
6	Commitment and responsibility of public and private sectors					
7	Strong and good private consortium					
8	Good governance					
9	Project technical feasibility					
10	Shared authority between public and private sectors					
11	Political support					
12	Social support					
13	Well organized and committed public agency					
14	Competitive PPP procurement process					
15	Government involvement by providing guarantee					
16	Thorough and realistic assessment of the cost and benefits					
17	High quality of service required					
18	Lack of business and profit generating skill in the public sector					

St. Mery's University
School Of Graduate Studies
Master of Business Administration Program

Practice and Challenges of Public-Private Partnership for a Unified Billing System in Addis Ababa (Key Informant Interview to Management Members of Ethiopian Electric Power Corporation (EEPCO, Ethio telcom and AAWSA)

Dear respondent,

This instrument is designed as part of a research project of graduate level (MBA). The research is meant to assess the Practice and Challenges of Public-Private Partnership for a Unified Billing system stakeholders. You, as a member of management in EEPCO, I believed to help the research in sharing information about the Practice and challenge of Public-Private Partnership related adaptation and implementation in unified billing system (UBS. Your responses to questions in this instrument shall provide the study with the chance to generate balanced and objective findings on the subject matter. I pledge that the responses you provide here will be used for no other purposes than those specified here above; your anonymity shall be maintained; and that the outputs of the study will not be manipulated towards any end whatsoever. As a primary stakeholder, your cooperation shall be of great meaning to the process and outcomes of this study and is duly appreciated.

Instruction

1. The questions in this instrument are organized in to two major parts so that they will help the researcher assess the legal and Institutional framework of PPP, rules governing of PPP, Prevalence PPP dedicated institution, competencies of partners and other practice and challenge in adapting and implementing UBS PPP in your organization.
2. The questions in this instrument are predominantly of closed ended nature. This is believed to help you put on your responses easily and save time. But few open ended questions are included for purposes of explanation and follow-up. Please put an X mark on the answer of your choice (where choices are provided) and give concise answers to the open ended questions.

- Q1. Which modality of PPP implemented in UBS?
- BOOT (Build Own Operate Transfer)
- Management Contracts
- Concessions
- BOT(Build Own Transfer)
- Do not know

Q2. Based on question No. 2 please answer this question. Do you think appropriate modality? why? _____

- Q3. Did your organization participated in Evaluating and Selecting private partner?
- Yes No

- Q4. What was mostly considered criteria in selecting the private partner? (check as many as applicable)
- Private partner technical capability
- Private partner operational capability
- Private partner Financial capability

- Q5. MICT the initiator did consult Utilities organization in adapting PPP for UBS?
- Yes No
- If Yes, what are the major points discussed _____

- Q6. How do you perceive Government's willingness to share risks in adapting PPP for UBS project?
- High Low
- Medium

- Q7. What type of incentive you think can government provide to encourage PPP ? (check as many as applicable)
- Government support in providing loan
- Tax exemption or reduction
- Providing awareness to customers
- Others, Specify _____

- Q8. Do you think current Ethiopia conventional procurement law convenient in procuring PPP like UBS?
- Yes No

If no why? Please specify

Q9. Do you think the private partner delivering the service as per Agreed SLA?

Yes No

If No why Please Specify possible reasons

Q10. Do you believe that private Partner in the UBS is technically, operationally and financially Efficient in the current PPP modality?

Yes No

Q11. Do your organization have holistic performance evaluation method in regard to private partner?

Yes No

If Yes, what are KPI key performance indicators?

Q12. Do your organization have Single point of contact for private partner?

Yes No

Q13. How often does your organization discuss the overall performance of private partner?
(check as many as applicable)

Once a week
Once a month
Once in 3 months
Once in 6 months
Only when an issue arises

Q14. How do you rate Public Private Partnership in enhancing governmental financing capabilities through the mobilization of private sector fund?

Excellent/Outstanding
Very satisfactory
Satisfactory
Unsatisfactory

Q15. What factors were taken into account in making the above rating? (check as many as applicable)

Due to Government lack of sufficient fund

Due to Private slack fund

Due to complex fund management system of government

Due to lack of ensuring Value for money

Others, Specify_____

Q16. What was the most challenging in adapting PPP for UBS?

Prevalence of PPP dedicated public agency

Prevalence of PPP specific legal framework

Government's willingness to share risks

Private Partner competencies

Q17. How do you rate difficulty in managing UBS PPP?

Poor level of partners' engagement and representation

Competing partners' ideologies; partners' conflicts

Poor decision making

lack of clarity on roles

lack of trust and the inability to manage the 'people issues'

Differences in organizational culture and as well as partners' miscommunication and misunderstanding

What are the major issues raised against partner by customer?

Q18. _____

H
i
g
h
Me
diu
m
l
o
w

Interview Question for MCIT Officials

1. What are the Strategic Purpose of government in adapting and implementing PPP?
2. What are the major decision process in adaption and implementation of PPP for UBS?
3. What are the specific purpose of the government in implementing PPP in unified billing system?
4. Did MCIT has consulted UBS stakeholders or utility organization and respective customers prior to adaption and implementation of PPP?
5. What are the governing law of current PPP of UBS?
6. Which modality of PPP implemented for UBS PPP? Why?
7. What type of incentive has been provided to private partners in UBS in order to successfully engage the private partner?
8. What are the main roles of private partner and government in UBS PPP?
9. What are the major Benefits generated so far & lessons learned from UBS PPP?
10. What are Major Challenges faced so far? And action taken?
11. Have you ever encountered dispute between public organizations and Private partners Kifiya? What is dispute resolution mechanism?
12. Future expectations & plans by the gov't regarding using current UBS PPP infrastructure?