

**ADOPTION OF PEOPLE FIRST EVALUATION METHODOLOGY AND THE
SUCCESS OF THE PUBLIC PRIVATE PARTNERSHIPS DEVELOPMENT
PHASE IN UGANDA**

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**A DISSERTATION SUBMITTED TO THE DIRECTORATE OF RESEARCH
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OCTOBER, 2024

DECLARATION

This dissertation is my original work and has not been presented for a degree in any other University

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APPROVAL

This is to certify that this dissertation has been prepared and compiled by Mumbere Kalengyo Moses and that it was done under our supervision. It is now ready for submission to the Directorate of Research and Graduate Training Kyambogo University in partial fulfillment for the requirements of the award of a Degree of Master of Science in Procurement and Supply Chain Management.

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DEDICATION

To Dr. Ndandiko Charles for being my inspiration not to settle for less on my career path.

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ACRONYMS

BCE	Before Common Era
PPP	Public Private Partnerships
SDGs	Sustainable Development Goals
SPP	Sustainable Public Procurement
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UNECE	United Nations Economic Commission for Europe

ABSTRACT

People first PPPs depict the broader notion of SDGs structured infrastructural agreements. This study revolved about the adoption of people first evaluation methodology and the success of the public private partnerships development phase in Uganda. The variables of study were contracting authority support, staff awareness, regulatory framework, adoption of people first evaluation methodology and the success of the PPP development phase. The study adopted a quantitative and qualitative research design. Data was analysed using SPSS Version 22. The study included 53 respondents from 8 selected contracting authorities that have done PPPs at the development phase. With regard to adoption of people first evaluation methodology, the study found out that contracting authority support has a high positive and significant relationship ($r = 0.714$ and $p = 0.000$) and that staff awareness has a moderate positive and significant relationship ($r = 0.662$ and $p = 0.000$). A regression analysis to determine the moderating effect of regulatory framework on the adoption of people first evaluation methodology shows that it is a non-significant predictor (Beta- $\beta = -0.257$, $t = -1.874$, Sig. = 0.067). The results for the effect of the adoption of people first evaluation methodology on the success of the PPP development phase show that adoption of people first evaluation methodology adds significantly to the model prediction ($p = 0.023$). To ensure greater levels of adoption of people first assessments in PPPs, the study recommends a robust contracting authority support, heightened staff awareness and the need to thoroughly emphasise and implement people first concerns at inception, feasibility and procurement stages of PPPs.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

People first Public-private partnerships (PPPs) represent a novel approach to infrastructure usage, and social welfare initiatives that prioritise the needs of people, creating value that benefits both the environment and humanity (Sánchez & Lardé, 2020). In light of the Sustainable Development Agenda, local content, and the inclusion of marginalized groups (females, youth, individuals with disabilities, and micro, small, and medium-sized businesses) in public procurement through set-aside schemes, among other initiatives, it is imperative that the people first agenda be taken into account all through each stage of the PPP cycle (UNECA, 2023). Sustainability (putting people first) must therefore be taken into account at all stages of PPP development phase, including conception, feasibility, and procurement, in order to successfully meet the SDG Agenda.

The relationship between PPP and people first concerns is demonstrated by highlighting the benefits that result from this interaction, including increased productivity, innovative technology and management, improved resilience and environmental care, whole life cycle costing considerations during the design phase, increased access to critical services, and social equality and justice due to full stakeholder involvement (Babatunde et al., 2022). Therefore, including people first assessments into PPPs will prevent the unchecked pursuit of economic growth and all of its detrimental effects, including pollution and the periodic occurrence of drought and flood disasters (He et al., 2020). Since Ugandan contracting authorities have pursued the adoption of people first concerns in their PPP projects, this study will focus on the adoption of people first evaluation methodology and the success of the public private partnerships development phase in Uganda. Chapter one covers the background of the study, problem statement, objectives of the study, research questions, scope, significance, theoretical and the conceptual framework.

1.1 Background of the study

1.1.1 Historical background to the study

As early as the first millennium BCE, several references to private participation in infrastructure construction and maintenance had been discovered (Fabre & Straub, 2021). These include the qanats of Persia according to (Goldsmith& Hildyard as cited in Fabre & Straub, 2021) and the marble stele deal from 318 BCE which is possibly the eldest Public Private Partnership (PPP) deal (Goldsmith, 2015). The usage of various Public private partnership(PPP) agreements by governments worldwide increased in the late 20th and early 21st centuries (Roehrich et al., 2014). The first systematic endeavor to promote PPPs was the 1992 United Kingdom’s Private Finance Initiative (PFI), and aimed at achieving worth for money and ensuring a favourable risk transference from government to the private party (Grahame, 2001; Whiteside, 2020).

PPPs which are evident in both developed and developing countries (Kei & Seetha, 2021) have had an increasing trend based on the World Bank’s Project databank from 50 to 287 in relation to project numbers and from 12.07 to 86.168 in regards to the total investment in billions between 1990 and 2023 (World Bank, n.d.-b) (see figure 1 below).

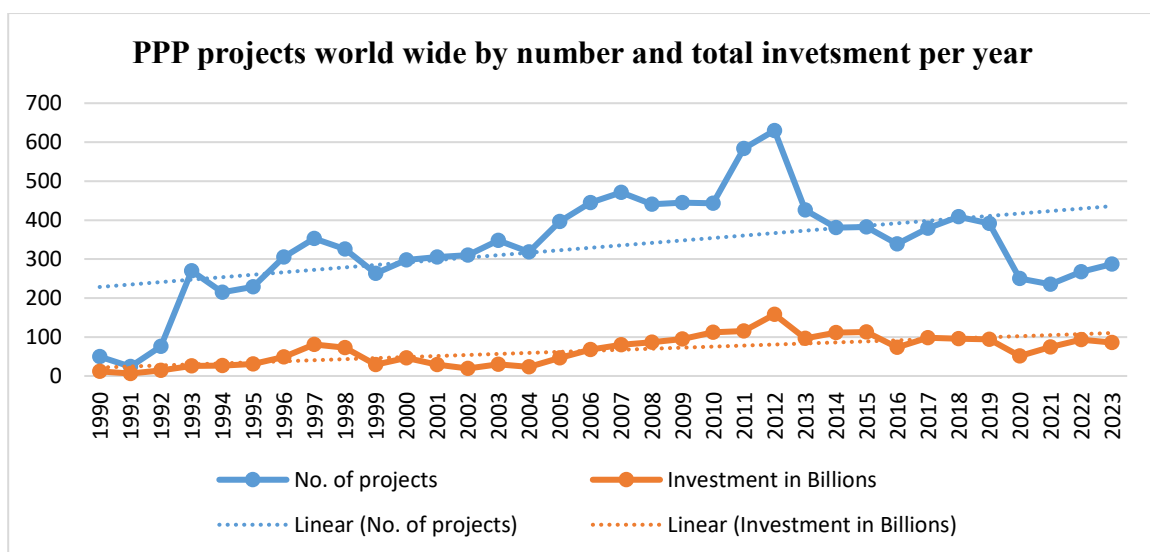


Figure 1.1: PPP projects worldwide
Source: World Bank, n.d.-b

PPPs have been successfully adopted in a variety of sectors, including infrastructure and transportation, healthcare, education, and the environment and projects such as streets, sanatoriums, colleges, jails have been implemented (EIB, 2020; Hodge & Greve, 2019; Siemiatycki, 2012). They often have lengthy lifespans (sometimes 25 to 50 years) which can be broken down into distinct stages based on significant milestones and particular activities, undergo the identification, procurement, design/construction and operate/maintain stages (South et al., 2018).

It is also noted that government procurement has become much more complex, with public procurement officials having to deal with a wide range of issues such as meeting socioeconomic objectives and national economic interests; satisfying the requirements of fairness, equity, and transparency; maintaining an overall focus on maximizing competition; and utilizing new technology to enhance procurement efficiency (Thai, 2017)

The states part of United Nations (UN) embraced the 2015 17 Sustainable Development Goals (SDGs) with the goal of eradicating poverty by 2030, ensuring prosperity, and preserving the environment in order to address the widespread problems that threaten sustainability (Sabini et al., 2019). This agenda also encouraged the usage and development of PPPs (Bjärstig & Sandström, 2017; Hueskes et al., 2017).

The “traditional” PPP model is not fitting for the SDGs as it focusses on “value for money” and neither eliminates poverty nor support the ecology nor address climate change hence can cause substantial economic hurt in countries (Berrone et al., 2019; UNECE, 2018). This brings the need to adopt a new model of PPPs that brings “value for people” plus “value for the planet” and not merely “value for money” hence the “people first PPPs” terminology of United Nations Economic commission for Europe (UNECE) (UNECE, 2023) which is a

vital engine of progress and societal advancement, generating jobs and enhancing commerce (Sánchez & Lardé, 2020).

PPPs must therefore be evaluated in light of their effects on the SDGs such as strong economic efficacy and impact, replicability, reduction of CO_2 emissions, promotion of resilience, and or involvement of stakeholders (Quélin et al., 2017a) at both the PPP development stages (inception, feasibility and procurement) and PPP implementation phase (Hueskes et al., 2017).

That withstanding, Karagiannis et al. (2022) notes that sustainability tailored inventions and consumption patterns are two of the 21st century's ever-pressing challenges. For instance, although though the Latin American region has over 30 years of experience with PPP projects, the PPP model has not been appropriately matched with the goals that the SDGs envision with themes such as lack of sound policy, regulatory and legal frameworks, weak processes and incapacitated institutions being highlighted (Sánchez & Lardé, 2020). Saner et al. (2021) contends that a large number of low-income nations lack the government-level ability necessary to efficiently administer People first PPPs in the technological, fiscal, social, external, constitutional, and financial domains. In the African context, although there is a constant push for the adoption of sustainable infrastructure, it is hardly ever used (Dosumu & Aigbavboa, 2021) and this is partly due to gaps in governance and capability (Gutman & Chattopadhyay, 2015). This study shall focus on Uganda where shortfalls in infrastructure stock impede progress toward attaining inclusive sustainable growth whilst facing capacity challenges with respect to appropriate project design and timely implementation (Mawejje & Munyambonera, 2017).

1.1.2 Theoretical background

A number of theories exist that explain the constructs towards the adoption of people first evaluation methodology at the PPP development phase. This research focused on the sustainability theory and the institutional theory.

The sustainable development theory is traced to the World Environment Commission meeting, which Norway hosted in 1987, and the topic of sustainable development was first widely discussed by the international community (Zahedi, 2019). This led to the wake of widely disseminated triple bottom line(TBL) conceptualization of sustainability often seen as a three-dimensional thought that includes a societal, ecological and cost-effective outlook (Elkington, 1998). This theory enlightens the study variables in a such way that its emphasis on wellbeing of all people, protecting ecological systems relates to the PPPs people considerate evaluation procedures.

The institutional theory explains how organizational decisions and practices are influenced by environmental forces. It highlights the function of institutional context in influencing organizational behavior which can also be used to explain institutional change (Tina et al., 2002). The institutional theory tells that every business exists in a definite physical, technical, ethnic and social environment which expresses and bounds its social actuality (Scott, 2005). In this study, concerns to emphasise on institutional aspects which have an effect on the adoption of people first evaluation methodology during the PPP development phase are observed. Institutional factors under scrutiny in this study are contracting authority support, influence of the awareness of staff working on PPPs.

1.1.3 Conceptual background

A PPP is defined as a longstanding agreement between a private company and the government under which a private company has obligation for providing a communal good

or amenity whilst bearing substantial financial, technical, and operation risk, management responsibility, and receiving performance-based compensation (PPP Act, 2015; World Bank, 2017). In this agreement, the set of stages that must be adhered to in order to plan and carry out any PPP project are established and these include project inception, feasibility study, procurement stage and monitoring of the PPPs (Cruz & da Cruz, 2017; World Bank, 2017). The inception stage ensures that the contracting authority conducts an initial needs analysis, registering the project with the PPP Unit, appointing the project officer and setting up project team and attracting the transaction advisor. The feasibility study gauges whether conventional public procurement or a PPP is in the top interests of the institution for service delivery. The procurement stage ensures design of a fair equitable, transparent, competitive procurement process and preparation of bid documents including PPP agreement and the implementation stage is where delivery and monitoring based on signed PPP contract is done (PPP Act, 2015; Olojede et al., 2023). Hence the success with regard to initiation and preparation of the PPP can be implied by setting up of the project team, coming up with the assessment reports, identification report approval, preparatory studies and approval, based on the timelines and the costs that a contracting authority have set (Magoola et al., 2023; UNECE, 2023).

These stages and their specific outcomes or tasks are depicted in the figure 2 below;

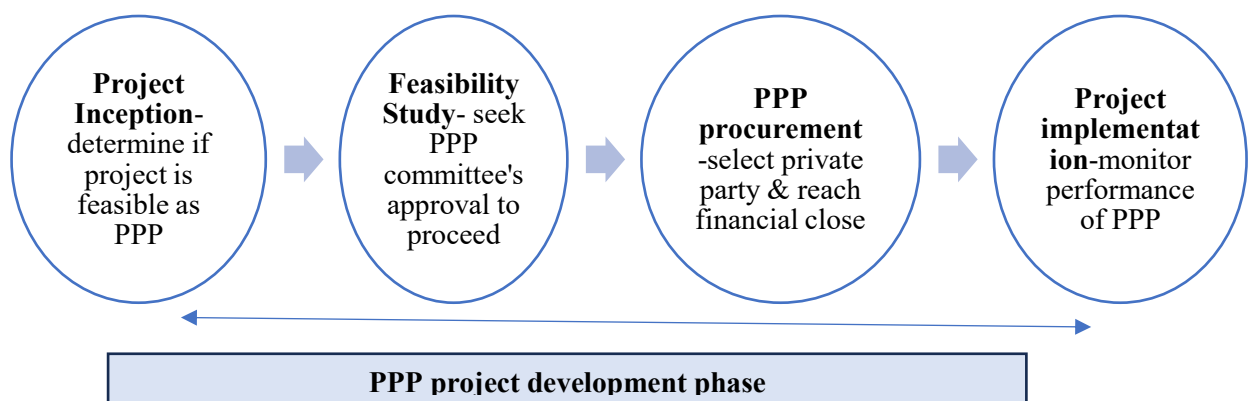


Figure 1.2: Phases of the PPP Cycle

Source: Adapted from Hueskes et al. (2017); modified by the researcher

Following the conclusion of the Paris Agreement, countries with developed, developing, and growing economies are moving quickly to improve social circumstances and invest in sustainable infrastructure and the sustainability of sectors and sustainable PPPs have emerged as key factors influencing economic competitiveness and sustainable growth (Vassileva, 2022).

In response to the demands of a changing global environment, Brauch (2017) emphasizes the need for sustainable infrastructure establishments that prioritise economic, social, and ecological factors (the three pillars of sustainability). These factors should be incorporated into the infrastructure project at every stage, from design to development, operation, and maintenance.

In the same light, the UNECE directed an undertaking towards a new style of PPPs titled People first PPPs and has contended for a methodology to gauge and score PPP projects and to determine the extent to which they meet the PPP for the SDGs designation (Sánchez & Lardé, 2020). The methodology is summarised according to five specific results namely; access and equity; economic effectiveness and fiscal sustainability; environmental sustainability and resilience; replicability; and stakeholder engagement. These outcomes form the basis for the respective criteria and indicators to weigh the extent to which PPP projects meet the SDGs description (Wang & Ma, 2021).

However, in order to effectively channel PPPs that achieve development goals, the Addis Agenda emphasizes the necessity of PPP capacity building in the technical, economic, social, environmental, legal, and financial domains (Barth-Coullaré, 2022). On a European level, Vassivela (2020) notes that the biggest driver to including sustainability metrics in PPPs is rules, laws or interpretive communications and this is in line with the

recommendation of UNECE (2023) that all countries that intend to adopt people first PPPs should have a supporting legal framework for the same.

In Africa, studies such as Darko (2019), Babon-Ayeng et al. (2022) and Dosumu & Aigbavboa (2021) point out the need to prioritise factors such as capacity building, supportive regulatory framework, top management support, compliance checks, adequate resources for successful adoption of sustainability (people first issues) in infrastructures.

This study focused on the PPP development phase since in relation to people first concerns incorporation, it is the most vital to ensure that these issues are well catered for (Brauch, 2017).

1.1.4 Contextual background

Uganda's investment climate grants investors with both opportunities and challenges (State, 2022) and its energy, agricultural, construction, infrastructure, technology, and healthcare sectors present attractive potential opportunities for business and investment (ITA, 2022).

Between 1990 and 2022, Uganda had about 32 PPP projects with a total financial commitment of 2.287 million dollars (World Bank, n.d.-a) majority of which were executed as part of the conventional Privatization and Utility Sector Reform Program prior to the 2010 PPP Policy and the PPP Act of 2015 (UNECA, 2023). UNECA (2023) also observes that none of the projects registered post the PPP Act enactment have reached the implementation phase. Ugandan contracting authorities like Kyambogo University, Kampala Capital City Authority (KCCA) among others have been actively involved in executing PPPs in Uganda and projects like the KCCA's Kampala waste management project are among the running PPP approved projects (PPP Unit, n.d.).

The Government of Uganda's National Development Plan (NDP) III sees the private sector as key player in realising SDGs particularly through PPPs (National Planning Authority, 2020).

Four UN SDGs 8,9,16 and 17 serve as important ties between sustainability and PPPs (Castelblanco & Guevara, 2022). Along with promoting efficient resource use, better energy performance, reliable infrastructure, access to basic services, green and decent jobs, and improved living conditions for all, SDG 12 also calls for a comprehensive assessment of activities (including the procurement of PPP projects).

(Gasper et al., 2019). Based on target 12.7 aimed at promoting sustainable public procurement, Uganda incorporated sustainability elements in its public sector procurement system through the national public sector procurement policy (MoFPED, 2019) and the amendment of PPDA Act 2003 in 2021. Section 66 of the PPDA Act 2003 Cap 205 is dedicated to Sustainable procurement, and provides that procuring and disposing entities shall take into account environmental protection, social inclusion and the need to stimulate innovation. However, the PPP Act 2015 of Uganda has rarely integrated sustainability considerations (UNECA, 2023) even though efforts to incorporate people first concerns in the PPP Regulations and related guidelines have been made (PPP Unit of MoFPED, 2019). Despite pointing out the need to use people first (sustainability) assessments in infrastructural PPP projects in Uganda especially at the feasibility study stage (PPP Unit of MoFPED, 2019), sources such as Sanyu (2019) and CIVICUS (2024) tend to refute this claim as it is pointed out that gender and climate considerate issues have not been considered when planning and executing PPPs in Uganda. Also, sources such as Mawejje & Munyambonera (2017) point the existence of institutional capacity hurdles as a challenge to Uganda's sustainable infrastructure milestones.

This background thus inspires the researcher to carry out this research in the Ugandan context.

1.2 Problem statement

The current Uganda's PPP regulatory framework provides for the need to conduct sustainability assessments, which includes people first PPP assessments, during project inception and feasibility study (PPP Unit of MoFPED, 2019). The framework also provides a preliminary screening tool that encourages the use of equity principles to guide contracting authorities during the Environmental and Social Impact assessments. In addition, the 2023 Local Government PPP guidelines also stress the need to incorporate climate assessment procedures into relevant projects to advance sustainable and green infrastructure initiatives. Amidst Uganda's pursuit to respond to the growing need for people first PPPs, Sanyu (2023) asserts that since PPPs have traditionally been viewed as a technical and financial mechanism for delivering infrastructure, less attention has been paid to social and gendered impacts in the design and implementation of PPPs in Uganda. More so, concerning the execution of environmental and impact assessments and equity principles in infrastructural projects, reports show that much has not yet been done. For example, even though MoFPED Projects Analysis and Public Investment Department is mandated to oversee and support government institutions in the identification, conceptualization, and grounding of potential investment projects including PPPs that are aligned with countrywide priorities after a thorough environmental and impact assessments (MoFPED, 2022), Projects like the East African Crude Oil Pipeline (EACOP) have faced opposition from climate and environmental activists since they have been implemented without meaningful engagement with the impacted people and in violation of the Ugandan and Tanzanian governments' pledges to reduce emissions (CIVICUS, 2024).

It is also important to note that unlike the Public Procurement and Disposal of Public Assets (PPDA) Act, Cap 205 which asserts the need to implement sustainable procurement under Section 61A, the PPP Act of Uganda 2015 does not articulate the need to assess sustainability concerns, a core cog for People first PPPs, when developing projects. More so, the contracting authorities responsible for identifying, appraising, developing, procuring, and monitoring PPP projects are faced with lack of funding for project development, the unwillingness and inability of staff, the reordering of projects, and the belief that the PPP process is complicated (UNECA, 2023). According to MoFPED (2021), the Sustainable Public Procurement (SPP) Action Plan of Uganda for the Period 2022 to 2026 also notes that although there are numerous opportunities for the implementation of SPP, Uganda is still facing many obstacles and difficulties which constrain the implementation of SPP including misconceptions of higher costs, an inadequate system for public procurement and a lack of SPP knowledge and training. Since the same entities meant to implement the SPP are the contracting authorities in question under PPPs, these obstacles could be directly related to the level of adoption of people first evaluation methodology as well as the success of the PPP development phase since the UNECA (2023) diagnostic report on Ugandan PPPs notes that even though the PPP Unit has acknowledged over 100 PPP project ideas with 16 of them at several stages of project development, none has reached commercial closure. These arguments leave a gap on finding out whether the people first evaluation methodology has realistically been adopted in Ugandan contracting authorities and how this adoption is related to the success of the PPP development phase.

1.3 Purpose of the study

The purpose of the study was to determine the adoption level of people first evaluation methodology in Uganda and how it relates to the success of PPP project development phase.

1.4 Objectives of the study

This study anchored on the following specific objectives to answer the research problem.

1. To determine the relationship between contracting authority support and the adoption level of people first evaluation methodology.
2. To establish the relationship between staff awareness and the adoption level of the people first evaluation methodology.
3. To determine the influence of regulatory framework on the relationship between contracting authority support, staff awareness and the adoption level of the people first evaluation methodology.
4. To determine how the adoption level of the people first Evaluation Methodology mediates the relationship between contracting authority support, staff awareness and the success of the PPP development phase.
5. To determine the influence of the adoption level of the people first Evaluation Methodology on the success of the PPP development phase.

1.5 Research Questions

1. What is the relationship between contracting authority support and the adoption level of people first evaluation methodology?
2. What is the relationship between staff awareness and the adoption level of the people first evaluation methodology?
3. How does the regulatory framework affect the relationship between contracting authority support, staff awareness and the adoption level of the people first evaluation methodology?
4. How does the adoption level of the people first evaluation methodology mediate the relationship between contracting authority support, staff awareness and the success of the PPP development phase?

5. What is the influence of the adoption level of the people first evaluation methodology on the success of the PPP development phase?

1.6 Scope of the study

1.6.1 Geographical scope

The study was conducted in eight selected contracting Authorities in Uganda and these included Kampala Capital City Authority, Wakiso District, Mukono District, Mbale city, Mbarara City, Nansana Municipal council, Busitema University and Kyambogo University.

These eight contracting authorities were used in the study because they had PPP projects at the PPP development phase which made them good cases for investigation.

Focus was on the key players involved in the PPP cycle mainly the PPP projects team, and also Procurement personnel and user department players depending on a contracting authority PPP experience.

1.6.2 Content scope

Generally, the study determined how the adoption level of people first evaluation methodology relates with the success of the PPP development phase in Uganda. Focus was on contracting authority support, staff awareness, regulatory framework, the adoption level of people first evaluation methodology and the success of the PPP development phase.

1.6.3 Time scope

The study was conducted for 10 months from July 2023 to April 2024.

1.7 Significance of the study

The study is useful in the following ways;

- i. Academicians, Scholars and Researchers: The results of the study add to the existing body of knowledge by reviewing literature for further and future referencing as a

starting point to carry out similar research on the topic. They can also spread their efforts beyond this study coverage.

- ii. Policy makers: This study explores potential areas of improvement in public private partnerships especially towards the adoption of people first evaluation methodology not only at the PPP development phase but the entire PPP cycle.
- iii. Contracting authorities use the study results to ensure there is robust people first assessment at the PPP development phase. It also makes contribution to seek areas that may need improvement for the successful adoption of people first evaluation criteria.
- iv. Kyambogo University: The study enables the University as a Contracting authority to pick more interest in PPPs and to also have successful PPP projects in the future due to consideration of emerging issues like SDGs.

1.8 Conceptual framework

Based on the empirical and theoretical review of literature on people first (sustainability) considerations in PPPs (infrastructural) projects globally, a conceptual framework was developed for the study shown in Figure 1.4. The conceptual framework for this study basically identifies the key variables and constructs that could help explain a contracting authority's level of adoption of people first evaluation methodology and the success of the PPP development phase. It also justifies the research questions constructed.

The model shows that the adoption level of people first evaluation methodology depends on contracting authority support and staff awareness. The model also holds that the variable regulatory framework moderates the relationship between contracting authority support, staff awareness and the adoption level of people first evaluation methodology and the moderating effect is as shown in the figure 1.3 below according to moderator models illustrated by Baron & Kenny (1986) and Namazi & Namazi (2016)

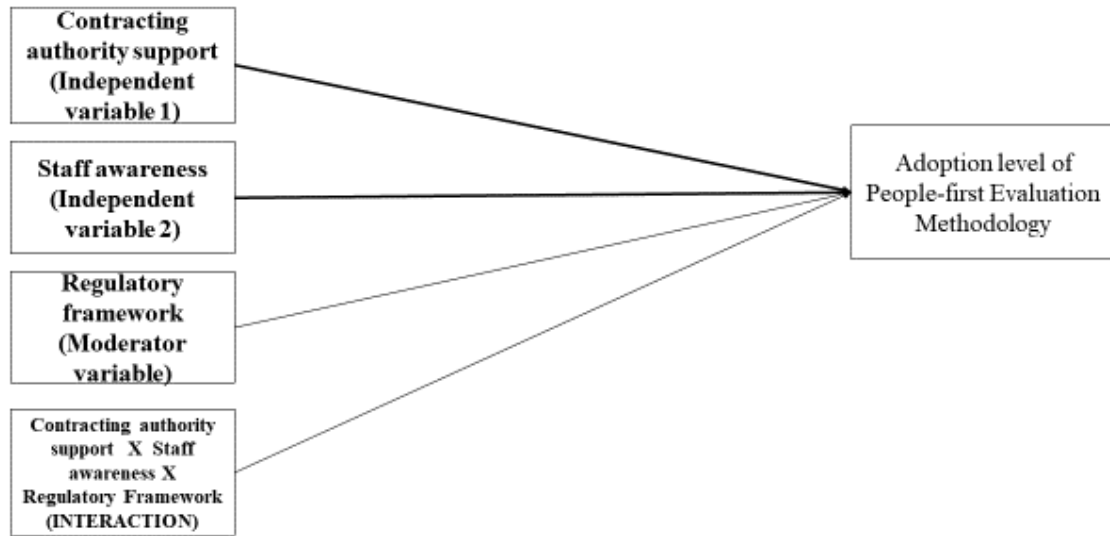


Figure 1.3: framework for the statistical moderator interaction

The model also illustrates how the adoption level of people first evaluation methodology affects the success of the PPP development phase.

The general conceptual framework is therefore depicted in the Figure 1.4 below

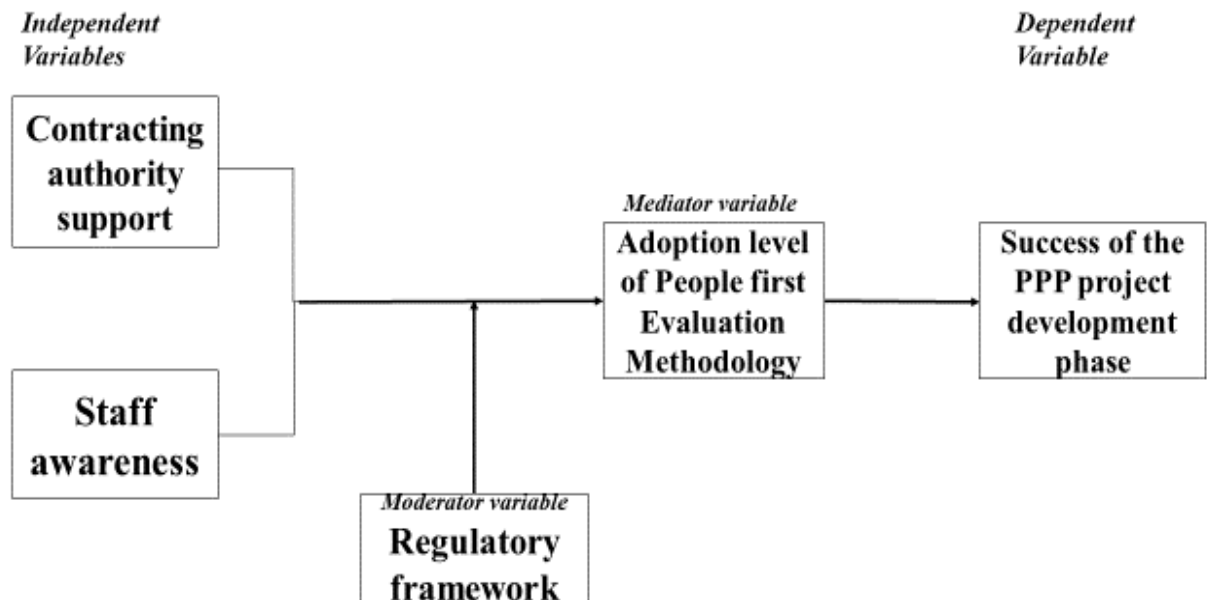


Figure 1.4: Conceptual framework

Source: Model adapted from Agbesi et al. (2018), Masudin et al. (2020), Khalilzadeh et al. (2016); and modified by the researcher

The interaction between contracting authority support and adoption of people first evaluation methodology is supported by, Agbesi et al. (2018), Masudin et al. (2020). The interaction between staff awareness and adoption of people first evaluation methodology is supported by Masudin et al. (2020). The moderating influence of regulatory framework on the adoption of people first evaluation methodology is supported by Agbesi et al. (2018). The effect of the adoption of people first evaluation methodology on the success of the PPP development phase is supported by Khalilzadeh et al. (2016)

The table below shows the supporting literature for variables used and the sub variables of each variable in this study have been summarized as well

Table 1.1: Literature related to the conceptual framework variables

Adoption perspective	Related literature
Contracting authority support	(Gholami et al., 2020) (Tiwari et al., 2019) (Zayed & Yaseen, 2021) (Menon & Ravi, 2021) (Oyewobi & Jimoh, 2022) (Masudin et al., 2020) (Sonnichsen & Clement, 2020) (Darko, 2019) (Niewiadomski & Stachowiak, 2024) (Nadeem et al., 2017) (Agbesi et al., 2018) (Singh et al., 2023).
Staff awareness	(Oyewobi & Jimoh, 2022) (Darko, 2019) (Zayed & Yaseen, 2021) (Menon & Ravi, 2021) (Darko et al., 2017) (Niewiadomski & Stachowiak, 2024) (Sönnichsen & Clement, 2020) (Nadeem et al., 2017) (Ma et al., 2022) (Shari & Soebarto, 2012). (Li et al., 2019) (Kumar et al., 2023)
Regulatory framework	(Oyewobi & Jimoh, 2022) (Tiwari et al., 2024) (Rajput, 2019) (Gholami et al., 2020) (Menon & Ravi, 2021) (Darko et al., 2017) (Darko, 2019) (Zayed & Yaseen, 2021) (Niewiadomski & Stachowiak, 2024) (Menon & Ravi, 2021) (Nadeem et al., 2017) (Etse et al., 2022) (Ogunsanya et al., 2021).
Adoption of people first evaluation methodology	(Ogunsanya et al., 2021) (Agbesi et al., 2018) (Masudin et al., 2020) (Etse et al., 2022) (Berrone et al., 2019) (Darko, 2019)
Success of the PPP development phase	(Kivila et al., 2017) (Khalilzadeh et al., 2016) (Martens & Carvalho, 2016).

Contracting authority support in this study is depicted by top management support, supportive organisation culture, presence of cross functional teams and coordination, and availability of resources to handle people first concerns.

Top management support indicates how much senior management is aware of the importance of people first considerations in PPPs and how it actively participates in its operations. With regard to top management support, the presence of individuals who innately believe in the advantages people first practices, and a strategic vision that promotes meeting future needs through sustainability are necessary for the effectiveness. It is depicted by Top management discussion meetings of people first strategies, Top management vision on people first PPPs and Top management commitment to spearheading people first PPPs.

The availability of resources denotes the company's financial and technological resources that support training and running of activities related to adoption of people first evaluation methodology.

Organisational culture is critical is going people first in PPPs and depicts positive attitude towards change and presence of structures that support people first concerns for example positive incentives and reward systems.

Coordination or cross-departmental management” factors are necessary towards the adoption and these include Individual information interchange, collaboration and planned knowledge transference vital to operative processes, devoted relational inclusion and understanding of all relevant actors.

Staff awareness in this study, is related to knowledge, skills, encouragement to provide input to People first strategies, commitment to using people first evaluation methodology, trainings, access to committed experts, feedback about staff performance on people first

issues and collaboration with other staff to discuss the people first approach. This is because the presence of trained and skilled workforce, training programs, and having sustainability (people first concerns) knowledge is relevant to people first adoption.

Regulatory framework in this study refers to role played by the Ugandan PPP regulatory framework towards the successful adoption of people first principles in evaluating PPPs. The study will consider presence of developed guidelines to stipulate the use of People first Evaluation Methodology, established guidelines to promote staff training in the use of People-first Evaluation Methodology, Updates/Amendments to suit the People first considerations, Regulatory Provision for stakeholder involvement , other established national guidelines that include People first principles, compliance checks and Partnerships with regulatory bodies to enhance the adoption of People first principles

Adoption of people first evaluation methodology in this study will refer to the extent to which people first principles have been incorporated at the PPP development phase specifically at project inception stage, feasibility study stage and procurement stage, and in the regular project review process, the project objectives alignment, and the extent to which PPP project stakeholders prioritise people first evaluation in decision-making. It will also be assessed whether projects have designated roles specifically for the oversight of the people first evaluation approach

The success of the PPP development phase in this study refers to the outcomes of the inception, feasibility and procurement stages and these include the successful project team setup and coming up with an inception report, successful registering of the project with the PPP Unit of Uganda, successful recruitment of transaction advisor, completion of feasibility studies , successful procurement of a private party whilst considering possible costs and timelines.

CHAPTER TWO: LITERATURE REVIEW

2.1 Theoretical Review

In the literature on business and society, the results of incorporating people first issues (sustainability) in public-private partnerships have been examined from many theoretical viewpoints. The institutional theory and the sustainable development theory have been used in this particular study.

2.1.1 Sustainable development theory

At the World Environment Commission meeting, which Norway hosted in 1987, the topic of sustainable development was first widely discussed by the international community (Zahedi, 2019). During the assembly, Mrs. Graham Harlem Brundtland used the phrase "sustainable development" to refer to global development (Zahedi, 2019). This led to the wake of widely disseminated triple bottom line(TBL) conceptualization of sustainability often seen as a three-dimensional concept that includes social, ecological and economic perspectives (Elkington, 1998) hence the sustainable development theory.

According to (Elkington, 1998), the TBL concept requires businesses to take a broader perspective on their performance, beyond traditional measures of financial profitability. The TBL framework recognizes that businesses have responsibilities to stakeholders beyond their shareholders, including employees, customers, suppliers, and the natural environment.

Sustainable development assumes that there is need to balance the limits to growth and the need for development (Baum, 2021). The theory's strength lies in its emphasis on enhancing the well-being of every individual, protecting and restoring nature, and boosting the functioning of the economy.

This theory enlightens the study variables in a such way that its emphasis on wellbeing of all peoples relates to the access criteria and stakeholder engagement criteria of the people

first evaluation methodology, emphasis on protecting ecological systems relates to the environmental sustainability criteria of the people first evaluation methodology for PPPs.

It can thus be hypothesized that the consideration of sustainable development theory factors contributes to the success of the PPP development phase.

2.2.2 Institutional theory

The institutional theory explains how practices and decisions by organizations are influenced by environmental forces. It highlights the function of institutional context in influencing organizational behavior which can also be used to explain institutional change (Tina et al., 2002). According to institutional theory, each institution operates inside a certain physical, scientific, cultural, and social environment that establishes the parameters of its wider social realism (Scott, 2005).

This theory considers the cultural and social components that impact organizational decision-making, particularly the adoption of rationalized activities (Scott, 2005). The Institutional Theory, which informs this study, expresses concern about the necessity of concentrating on institutional elements that are active within an institution and whose interactions influence the adoption of people-first evaluation methodology during the PPP development phase. Institutional factors under scrutiny in this study are contracting authority support, influence of the awareness of staff working on PPPs.

It can thus be hypothesized that the consideration of institutional theory factors contributes to the success of the PPP development phase.

2.2 Conceptual Review

2.2.1 Background on the concept of Public private partnerships (PPPs)

Over the recent times, PPPs and infrastructure governance have effected within the procurement fabric (Hodge & Greve, 2019). The development of intraurban infrastructure, like trams, gas light, water supply, led to an explosion in public-private contracts for works and services in the 19th century (Goldsmith, 2015). The utilization of PPPs has been a defining principle of neoliberalism as practiced in the previous British global system, along with privatization and contracting out (Quiggin, 2019). Quiggin (2019) also states that early efforts to reduce public debt were unsuccessful, which prompted researchers to look for a more methodical and rational approach to private infrastructure investment.

(Luis et al., 2017) highlights the fact that several PPPs draw a sizeable portion of public money, either directly or indirectly, through guarantees. Hence governments and intercontinental establishments frequently hail PPPs among the answers to the lack of investment in crucial sectors of infrastructure around the world (Cordella & World Bank, 2018)

PPPs are viewed from a number of different angles. Among contrasting scholarly stances on PPP, a key one is where the advocates view it as a tool for good governance and a cutting-edge way to deliver public goods and services by utilizing the finest techniques from the private sector (Teisman & Klijn, 2002). It emphasizes that PPPs maximizes results by combining the principles of collaboration, risk-sharing, and cooperation which set of strengths motivate governments to adopt this approach(Khanom, 2010)

The second school of thought views PPP as a neoliberal ideology term created to promote the privatization of public assets while nationalizing the liabilities (Edelenbos & Teisman, 2008) and contends that the terms "privatization or contracting out" arouse debate and

criticism. Because of this, using a different word like PPP makes it more acceptable and promotes political correctness since it helps governments to regularly redirect the attention of the opponents(Khanom, 2010).

2.2.2 What PPPs are and what they are not?

There isn't a PPP definition that is universally recognized.(World Bank, n.d.). A PPP is defined as a long-term agreement between a private company and the government under which a private company provides a public good or service whilst bearing considerable substantial financial, technical and operation risk, management responsibility, and receiving performance-based compensation (PPP Act, 2015; WB, 2017).

After defining PPPs, it's critical to clarify what PPPs are not. This is helpful in explaining why the many PPP model components all result in effective, economical, and sustainable projects and why deviating from the model might result in project failure (World Bank, 2017). The (NAO, 2009) further notes that PPP variants are effective in some situations, however when projects and contracts with a PPP structure fail, the reason(s) can usually be traced back to a deviation from the PPP's core principles.

According to the (National Treasury, 2004), a PPP is not the "commercialization" of a public utility by the establishment of a state-owned initiative, nor is it the simple outsourcing of functions where the institution retains significant financial, technical, and operational risk. It further states that a PPP is also not a private party's donation of money for the benefit of the public nor does it entail state borrowing.

2.2.3 Main features of PPPs

(Iossa & Martimort, 2011) characterises PPPs by three main features; bundling, transfer of risk and long-term contracts. Bundling involves combining the project's design, construction, financing, and operation, all of which are given to a group of private companies

under contract. The second feature is risk transfer where a larger portion of risk and accountability is to the contractor than a conventional procurement does and forms the basis for prioritising output specifications. The third feature is long term contracts where a lengthy agreement that normally lasts 20 to 35 years exists.

The main features of PPPs can help to eventually define the type of PPPs based on the kind of assets involved, the functions a private party is responsible for and how the payment is to be done (World Bank, 2017). PPPs sometimes incorporate brand-new assets, also known as greenfield ventures while at times, they can be utilized to give private businesses or brownfield projects control over enhancing and managing already-existing assets.

2.2.4 Benefits and drawbacks of PPPs

Based on many PPPs perspective, emphasis on the potential for private sector efficiency and innovation to improve infrastructure development and service delivery is noted. For example, according to (Chojnacka, 2021), PPPs can leverage the strengths of the private sector, such as its financial resources, management expertise, and technical skills, to address public sector challenges. The PPP model's potential to divide project risks between the public and private sectors according to who can manage them most effectively in terms of costs and knowledge is another significant benefit. Performance and productivity is therefore achieved (Delmon, 2017; Khoza S & Rabie B, 2021; O'shea et al., 2019).

Although there are many benefits to PPPs, as suggested by pro-PPP literature, it is not immune to criticism (Hashmi, 2020). PPP critics sometimes claim that while governments can borrow money at a lower rate than the private sector, introducing a private investor drives up the project's cost. (Hodge & Greve, 2021; Singh, 2021). When evaluating PPP initiatives for value for money, the social cost is occasionally disregarded (Penyalver et al., 2019). There are more and more reports of taxpayers bearing excessive expenses (des

comptes, 2017). The impact of shocks or changes in the economic and political environment on PPPs is another aspect of concern (Fabre et al., 2021). When compared to regular projects, PPP projects take a long time to complete and include numerous partners, which leads to complex processes (Rybnicek et al., 2020). PPPs are regarded as being more transparent, although the model's finances and contracts continue to have issues since it is challenging to swiftly obtain private sector metrics of profit, loss, and associated expenditures due to privacy issues. (Rajput, 2019)

2.2.5 PPPs in Uganda

The use of PPPs has been extended to low-income countries including Uganda (Ndandiko, 2006). The Uganda PPP Policy of 2011 states that PPPs will be used alongside conventional public expenditure and funding forms to achieve new investment in public services and the key drivers for the use of PPPs to deliver quality public infrastructure and services in Uganda are; Value for money so that there will be improved quality of service and lower whole life costs, Accelerated Investment resulting in a faster rate of public service improvement, Meeting public needs and Reform and Change Management in some sectors the development of new working practices or less bureaucratic procedures (MoFPED, 2011).

The Actors in Uganda's PPP project lifecycle are pointed out by the Uganda PPP Act of 2015 and include;

The Public Private Partnerships Committee, responsible for ensuring that every project contract is consistent with the PPP Act, formulating policy on PPPs, ensuring projects are consistent with priorities of the nation, approving projects submitted by contracting authorities, authorizing allocation of funds, reviewing the legal, institutional and regulatory framework of PPPs, approving the organisation structure of the PPP Unit.

The PPP Unit, responsible for serving as the secretariat and the technical arm of the PPP Committee and providing technical, Financial and legal expertise to the committee.

The contracting authority, refers to a ministry, government department or anybody enacted by Government and with the mandate to perform a public function. The contracting authority is responsible for identifying, appraising, developing, procuring and monitoring a PPP.

The accounting officer, responsible for soliciting the private party, appointing a project team, signing the agreement on behalf of the contracting authority with the private party and taking custody of the agreement.

The project officer, responsible for managing the procurement and implementation of the project, monitoring the performance of the private party and performing any other functions delegated by the accounting officer.

The PPP project team, which is headed by the project officer and composed of officials with required technical skills is responsible for identifying, screening and prioritising projects based on PPP guidelines, preparing and appraising PPP projects, ensuring parties to a PPP agreement comply to the PPP Act provisions, undertaking procurement process, monitoring implementation, liaising with all stakeholders during project cycle, maintain project record documentation.

A process auditor, responsible for ensuring that the contracting authority complies with the requirements for implementing PPPs as provided in the PPP Act.

The transaction advisor, responsible for undertaking a comprehensive feasibility study for the project, ensuring optimum risk allocation, designing and negotiating PPP agreement, safeguarding the interests of a contracting authority in the management and execution of the project.

The evaluation committee, as appointed by the accounting officer is responsible for evaluating the bids submitted.

The private party, in a PPP a special purpose company incorporated under the Ugandan law to implement a specific PPP.

The Ministry of Finance, Planning and Economic Development (MoFPED) through its Development Committee determines if a project is to be best achieved under the PPP modality as per the Development Committee Guidelines and is responsible for approval of any transfer of shares, increase in share capital or changes in the corporate status.

The Cabinet, responsible for the approval of PPP agreements with a contract value exceeding the amount notified by the minister of finance by statutory instrument from time to time, approval of amendments to the PPP agreement, approval of direct procurement of the Private Party

The Ugandan PPP project lifecycle includes the preparation (inception and feasibility), procurement and implementation stages of a PPP project, which together constitute the PPP Project Cycle and are defined by Part III of the PPP Act of 2015.

The 2023 Local Government PPP Guidelines of Uganda notes that Uganda's PPP legal and regulatory framework consists of the PPP Policy 2010, the PPP Act 2015, the PPP Regulations 2019, the National PPP Guidelines 2019 and sector specific laws based on the nature of the project.

2.2.6 The concept of sustainability and sustainable development

Sustainability is a complex idea that has been defined and interpreted in a variety of ways by academics and professionals. Fundamentally, sustainability refers to human societies' capacity to meet the requirements of the present generation without jeopardizing that capacity's capacity to meet the needs of future generations (Brundtland, 1987). The concept

of sustainability is commonly viewed as three-dimensional, encompassing social, ecological, and economic aspects (Elkington, 1998). The triple bottom line approach to sustainability gained traction following the publication of the Brundtland Report (WCED, 1987).

In analysing the definition of sustainability, (Jabareen, 2008) argues that it is not always easy to determine the needs of the future generations due to transitions that will occur as time goes on. Other writers have also stressed the need to distinguish between strong and weak sustainability (Dietz & Neumayer, 2007) such that weak-sustainability approach builds on a strong belief in technological solutions for (environmental) problems and viewing the three “pillars” as three distinct but complementary dimensions of sustainable development while the “stronger” nested model presupposes that economic activities serve a socially just society and that both can exist only within the limits and carrying capacity of natural systems (Devolder & Block, 2015).

"The development that meets the requirements of the present generation without hindering the future generations' ability to meet their needs" is the definition of sustainable development (WCED, 1987) and a total of 27 principles were endorsed towards achieving sustainable development.

As part of the 2030 Agenda for Sustainable Development, the United Nations General Assembly adopted the 17 global goals and 169 targets known as the Sustainable Development Goals (SDGs) in 2015 an attempt to fundamentally alter how we think about development (Caballero, 2019). The SDGs are intended to address some of the most urgent economic, social, and environmental issues facing the world today, such as poverty, inequality, climate change, environmental degradation, and issues of peace and justice

(United Nations, 2015) and are intended to be achieved collaborative effort by governments, civil society, and the private sector (UNEP, 2021).

The government of Uganda's publications and databases offer insightful information about the sustainability backdrop of the nation. For instance, Uganda's long-term goal of being a successful and inclusive middle-income nation by 2040 is outlined in the National Development Plan III (NDP III) 2020/21-2024/25, which also emphasizes the necessity of sustainable development. Economic development, social development, infrastructure development, and good governance are the four main pillars of sustainable development, according to (National Planning Authority, 2020) and the strategy places a focus on how to foster private sector investment, employment growth, and export-oriented growth while simultaneously ensuring social protection and human development to propel economic development.

2.2.7 The concept of Sustainable procurement

An initiative from the Rio Summit in the 1990s preceded the development of sustainable public procurement. The program, which was created as a guideline to support sustainable growth, was then known as Green Procurement.

According to (Hammer et al., 2011), the term "green" is also used to refer broadly to a number of policy areas or business sectors, such as transportation of people and goods, waste management and recycling, pollution prevention, treatment, or abatement, clean or efficient energy production and consumption, building design, construction, maintenance, and dismantling, resource extraction, agriculture and gardening, and management of natural resources (such as air, water, and land). Due to green procurement or purchasing limitations, since this addressed environmental concerns in particular (Strandberg, 2002), there was a need to cover other dimensions of sustainability

As defined by DEFRA (2006), sustainable procurement is the process by which companies meet their needs for products, services, labor, and utilities in a way that maximizes value for money over the course of the the company's life and benefits not only the company but also the economy and society, while minimising environmental harm. It refers to purchasing that adheres to the ideals of sustainable development, including fostering good governance, maintaining a strong, healthy, and just society, and preserving the environment (Walker & Brammer, 2009). According to these definitions, sustainable procurement includes both environmental concerns and considerations for the long-term viability of the local economy and its interaction with the surrounding community (Flynn et al., 2013).

It requires making decisions based on life-cycle costs, associated environmental and social risks, benefits, and repercussions entails going beyond the conventional economic criteria (Mensah & Ameyaw, 2012).

2.2.8 Sustainability (people first concerns) as a fundamental principle of infrastructure projects

Despite the claims that a few researches have concentrated on sustainability in PPPs (Chen et al., 2019), the possibility for PPPs to progress social and environmental sustainability is stressed in other studies on PPPs. PPPs can support sustainable development objectives by promoting projects that lower greenhouse gas emissions while making sure that reliable, cheap energy is available (Filatova et al., 2021). The integration of sustainability into PPPs necessitates a multi-stakeholder strategy that includes partners from the public and private sectors as well as civil society organizations (Berrone et al., 2019). The authors stressed the significance of developing sustainability standards and tracking procedures to guarantee that sustainability goals are met during the course of a project's lifecycle.

The term sustainable infrastructure refers to infrastructure projects that are economically, socially, and environmentally sustainable" (according to the three-pillar idea of sustainability) and should be incorporated into all stages of the infrastructure project, from design, to development, operation, and maintenance to (Brauch, 2017).

Public-private partnerships, have grown in popularity as a method of carrying out sustainable infrastructure projects. The justification for sustainable PPPs is that they coordinate economic, social, and environmental objectives to generate long-term gains for all parties concerned (Bhattacharya & Jeong, 2018; Mansourianfar & Haghshenas, 2018). Governments and private sector partners can strike a balance between economic growth, social welfare, and environmental preservation by including sustainability considerations into PPP initiatives (UN DESA, 2021) as well as fostering innovation and efficiency in project delivery, sustainable PPPs can help lower project risks and uncertainties. (Hoeft et al., 2021). Thus The benefits of sustainable PPPs can be attached to the economic, social and environmental aspects as (Brauch, 2017) clearly brings out.

2.2.9 People first evaluation methodology (sustainability assessments) in PPP projects.

A project's level of sustainability performance has an impact on how well it can solve its difficulties (Amiril et al., 2014). The process of measuring the efficiency and effectiveness of the actions engaged in sustainability practices in project development from the design stage to the completion stage is known as "performance of sustainability practices"(Babatunde et al., 2022). (Babatunde et al., 2022) contend that building sustainability evaluation techniques make a substantial contribution to our understanding of how buildings interact with their surroundings and their occupants.

There are a lot of useful tools, commercially available or under development, for construction works regarding the evaluation of sustainability assessment. Most of the tools

have previously focused on environmental assessment and economic evaluation in building aspects (Ole Jensen & Gram-Hanssen, 2008). Notwithstanding, the sustainability evaluation model should incorporate the needs of many users (Fei et al., 2021)

Assessing sustainability Performance must take into account a number of variables depending on the numerous sustainability dimensions, such as economic, environmental, and social variables (Sebhatu, 2009).

Sustainability assessment criteria that have been explored in literature include the sustainable footprint methodology (Oehlmann, 2010), framework on sustainable urban projects (Devolder & Block, 2015), EASIER model (Berrone et al., 2019) among others. These various models bring about a various set of indicators for example engagement of stakeholders, access to essential public interest services, scalability and replicability, inclusiveness, economic impact, resilience and environment, social justice, institutional sustainability indicators for social, economic, environmental and governance criteria (Berrone et al., 2019; Hueskes et al., 2017).

PPPs must therefore be evaluated in light of their effects on the SDGs, which include their strong economic efficacy and impact, replicability, reduction of CO2 emissions, promotion of resilience, and/or involvement of stakeholders. (Quélin et al., 2017a)

The United Nations Economic Commission for Europe (UNECE) also unveiled a score and evaluation methodology for possible infrastructure projects in this regard, taking into account the effects on SDG regions. The methodology based on the UNECE People first PPP Guiding Principles, which lists access and equity as one of the five outcomes of such PPPs, along with economic effectiveness and fiscal sustainability, replicability, environmental sustainability and resilience, and stakeholder involvement, is aimed at assisting governments and other partners in revising and adjusting projects to better align

them with the outcomes of the People first PPP and the SDGs (UNECE, 2019). Though the Evaluation Methodology is not enough to decide whether a PPP is the best procurement model to use for an infrastructure project, it is meant to evaluate whether a project would qualify as a People first PPP and how it will contribute to the SDGs.

2.2.10 Adoption of people first evaluation methodology in PPP projects

Adoption processes are complicated when it comes to systems or organizations (Garland et al.2010). Individuals in organizations may struggle to identify, evaluate, or choose the best innovations to address specific problems, or their decision to adopt may be complicated by organizational factors (such as hierarchy, culture, and values) (Aarons et al., 2011).

As per Aarons et al. (2011), there are numerous models that provide an overview of aspects at different tiers of the social and organizational context that may impact the process of converting research into practical enhancements in practice. The characteristics of an organization are examined by Wisdom et al. (2014) in terms of its ability to absorb new information, its ability to lead and champion innovation, its network of innovators and consultants, its operational size and structure, its social network, its social climate, its training efforts, its traits, and its readiness for change.

The other variables explored are innovation and individual contexts. It is also conceptualized psychologically (Weiner, 2009) while another concept is concerned with structural terms, the organization's financial, material, human, and informational resources (Bloom et al., 2000). (Weiner, 2009) outlines that the contextual factors for change readiness such as organisation culture, past experience, policies and procedures. organisation structure and organisation resources which birth change commitment and change efficacy.

Thus sustainability (people first) acquisitions have a lot of driving forces and studies have emphasized the factors including the role of the leader, organizational dedication, regulatory

adherence, public pressure, conceptual and cultural factors, ethical considerations, understanding of global commitments, and certification requirements (Nadeem et al., 2017; Neessen et al., 2021)). Below is literature related to adoption of people first issues in PPP infrastructure and investments.

Table 2.1: Literature related to the adoption of People first evaluation methodology in PPPs

Adoption perspective	Subvariables	Related literature
Government support	investment aids, grants Government commitment	(Oyewobi & Jimoh, 2022) (Bao et al., 2018)Gholami et al., 2020) (Tiwari et al., 2024) (Darko et al., 2017) (Darko, 2019)(Rajput, 2019), (Zayed & Yaseen, 2021) (Niewiadomski & Stachowiak 2024) (Alayón et al., 2022) (Menon & Ravi, 2021)
The staff expertise and knowledge	Mind set Technical support Training Knowledge Expertise	Oyewobi & Jimoh, 2022) (Darko, 2019) (Zayed & Yaseen, 2021) (Menon & Ravi, 2021)(Kasai & Jabbour, 2014) (Darko et al., 2017; Du et al., 2014) (Häkkinen & Belloni, 2011) (Niewiadomski & Stachowiak 2024) (Sönnichsen & Clement, 2020) Nadeem et al. (2017) Ma et al. (2022) (Shari & Soebarto, 2012). (Li et al., 2019) (Kumar et al. (2023)
Legislation	The absence of specific environmental, social, ecological, and economic sustainability laws lack of compliance with legislation	(Oyewobi & Jimoh, 2022) (Tiwari et al., 2024) (Rajput, 2019) (Gholami et al., 2020) (Oyewobi & Jimoh, 2022) (Menon & Ravi, 2021) (Darko et al., 2017) (Darko, 2019) Zayed & Yaseen, 2021(Niewiadomski & Stachowiak, 2024) (Menon & Ravi, 2021) (Nadeem et al., 2017)
External pressure	Absence or low pressure from local societies, NGOs, and stakeholders	(Tiwari et al., 2019) (Zayed & Yaseen, 2021) (Lam et al., 2010) (Darko, 2019) (Nadeem et al., 2017)
Coordination /integration	Coordination in terms of a cross functional	(Hall et al., 2016) (Sönnichsen & Clement, 2020) (Tiwari et al., 2024) (Darko, 2019) (Zayed &

with current systems	department and interactions	Yaseen, 2021) (Niewiadomski & Stachowiak, 2024)
Resources available		(Darko et al., 2017) (Rajput, 2019) (Brammer et al., 2012), (Gholami et al., 2020) (de Jesus & Mendonça, 2018) (Oyewobi & Jimoh, 2022) (Zayed & Yaseen, 2021) (Menon & Ravi, 2021) (Gunatilake, 2013) (Osuizugbo et al., 2020) (Darko, 2019) (Niewiadomski & Stachowiak, 2024)
Resistance to change	The reluctance of employees and management to adopt	(Oyewobi & Jimoh, 2022) (Zayed & Yaseen, 2021) (Menon & Ravi, 2021) (Darko et al., 2017) (Darko, 2019) (Niewiadomski & Stachowiak, 2024) (Nadeem et al., 2017)
organization culture	respect, fair rules, and behavior, Organisation politics Bureaucrancy Mindset	(Darko et al., 2017; Rajput, 2019) (Oyewobi & Jimoh, 2022) (Zayed & Yaseen, 2021) Sonnichsen & Clement (2020) (Lim et al., 2019) (Agbesi et al., 2018) (Uyerra et al., 2014) (Bamgbade et al., 2017) (Singh et al., 2023). (Darko, 2019) (Niewiadomski & Stachowiak, 2024) (Menon & Ravi, 2021) (Nadeem et al. 2017)
Top Management/ leadership support	Commitment Vision support	(Gholami et al., 2020) (Tiwari et al., 2019) (Zayed & Yaseen, 2021) (Menon & Ravi, 2021) (Oyewobi & Jimoh, 2022) (Masudin et al., 2020) (Sonnichsen & Clement, 2020) (Brammer and Walker (2011) (Darko, 2019) (Niewiadomski & Stachowiak 2024) Nadeem et al. 2017

This study focused on the variables of organisation (contracting authority support), individual (staff awareness), external system (regulatory framework) and their connection to the adoption of People first evaluation methodology has been discussed below

2.3 Empirical Review

2.3.1 Contract authority support and adoption of people first evaluation methodology.

In this study, contracting authority support is depicted by top management support, organisation culture support, availability of resources to handle people first concerns and cross departmental coordination.

Sonnichsen & Clement (2020) points the need to pay attention to organizational aspects (contracting authority support factors) for example top level management, size, funds allocation, cross-departmental commitment when implementing sustainability (people first) practices. Similä & Mwesiumo (2024) also examined the organizational aspects of structure, strategic aims, structure, and sufficiency of resources.

Top management support indicates how much senior management is aware of the importance of sustainable acquisition and actively participates in its operations (Masudin et al., 2020). With regard to top management support, Sonnichsen & Clement (2020) elaborate that the presence of individuals who innately believe the advantages of sustainable practices in public procurement, and a strategic vision that promotes meeting future needs through sustainability are essential for the effectiveness of sustainable public procurement processes. Also a theoretical framework study by Brammer and Walker (2011) discovered that managerial support and leadership are essential for implementing sustainable procurement, and that when managers are supportive and incorporate sustainable procurement in their strategies or goal setting, project teams indeed will procure sustainably (Brammer & Walker, 2011). These discussions therefore support the 3 sub variables of top management factors used in the study i.e., Top management Discussion meetings of people first strategies (CAST1), Top management Vision on people first PPPs (CAST2) and Top Management Commitment to spearheading people first PPPs (CAST3).

Adoption of people considerate procurement practices has been found to be significantly influenced by a company's financial and technological resources (Gunatilake, 2013). Adopting sustainable infrastructures may be hampered by cost concerns, according to Osuizugbo et al. (2020). These discussions therefore support the 3 sub variables of resource

factors used in the study i.e., resources for training (CASR1) and resources to run activities of adoption (CASR2)

It is important to create a sustainable organizational culture (Darko et al., 2017). Sonnichsen & Clement (2020) provide the need for organizational structures that support sustainable acquisitions. Similarly, (Lim et al., 2019) argue that top management plays a critical role in integrating sustainability into the PPP development process by providing the necessary resources and setting the strategic direction. Agbesi et al. (2018) also notes that researchers have shown that one factor influencing sustainable behaviors is organizational value and that attention has to be paid to sustainable practices issues within organisation's culture to shape and motivate employees. Motivation towards sustainability adoption is also depicted by Uyarra et al. (2014) in form of incentives and rewards. Organizations with a strong creative culture are more likely to be the ones to start and implement sustainable acquisition techniques (Bamgbade et al., 2017). The difficulties of altering corporate culture unwillingness (mindset factors) to implement new methods is also a factor towards sustainability adoption (Singh et al., 2023). These discussions therefore support the 3 sub variables of organisation culture factors used in the study i.e., conducive culture (CASC1), recognition (CASC2) & rewards (CASC3).

Hall et al. (2016) shows that the organizational structure can impact the result of people first considerate acquisitions. The review according to Sönnichsen & Clement (2020) discusses the “Agency and cross-departmental management” factors towards the adoption of sustainable public acquisitions and these include information interchange, partnership and strategic knowledge transfer principal to effective procedures, devoted relational inclusion and understanding of all relevant actors. Hence the sub variables of the study a unit

championing people first concerns (CASO1) and the coordination of cross functional teams (CASO2).

These arguments therefore assert the conclusion that contracting authority support is crucial for adoption and implementation of People first evaluation methodology.

2.3.2 Staff awareness and adoption of people first evaluation methodology

Awareness is knowing something exists or that your comprehension of a situation or issue is now dependent on knowledge or experience (Masudin et al., 2020).

When applying sustainable public procurement procedures, a procurer's personal beliefs and values, as well as their activities related to enhanced knowledge, training, and capacity building based on values and beliefs that prioritise circularity and long-term thinking, are extremely important (Sönnichsen & Clement, 2020). Nadeem et al. (2017) note that a key factor that can contribute to the successful application of sustainable acquisition methods is knowledge of the respective laws, policies, and regulations pertaining to sustainable procurement. Ma et al. (2022) also points the need for enhancing information exchange and whole-life project management abilities. Hence when involved parties for example consultants and project managers do not have sufficient practical knowledge to actually implement sustainable practices either due to low interest or no trainings on sustainable constructions, it frustrates sustainable infrastructure (Shari & Soebarto, 2012). Thus, when technical backing which is directly related to staff is not availed, it hinders mainstreaming sustainability (people first) infrastructure practices in projects (Li et al., 2019). Similarly, Kumar et al. (2023) notes that the presence of trained and skilled workforce, training programs, and having sustainability (people first concerns) knowledge is relevant to sustainability adoption.

The review according to Sönnichsen & Clement (2020) discusses the “Beliefs, awareness and individual guidance” factors towards the adoption of sustainable public acquisitions and these include Affective commitment to change, Individual learning and training on circular public procurement opportunities, Skills and guidance on sustainability, capacity and motivational energy by empowering procurers, guidance, dissemination of best practices through training, workshops, monitoring, change agents, the interchange of information, Understanding the power of relational norms among others.

These discussions therefore support the 7 sub variables of staff awareness statements used in the study i.e., awareness (STAK1), encouragement to provide input (STAK2), adequate skills (STAS1), commitment (STAM1), collaboration with other staff (STAM2), trainings (STAT1), access to committed experts (STAE1), feedback on performance (STAE2) and brings about the conclusion that staff awareness is an important factor towards adoption of people first evaluation methodology in Uganda

2.3.3 Moderating effect of Regulatory framework and the adoption of people first evaluation methodology

The sustainability of PPP projects is affected by government regulations and policies (He et al., 2020) and this section focuses on examining the moderating effect of PPP regulatory framework on the adoption of people first evaluation methodology.

After comparing sustainable procurement practices amongst nations, the significance of national policy framework for implementation has been pointed (Ogunsanya et al., 2021; Walker et al., 2012). Darko (2019) also points that regulations significantly influence the adoption of green building technologies in projects.

Murray (2019) points that several governance hurdles exist to the advance of sustainable infrastructure, including the short-termism in policy development created by election cycles

and lack of fitting legislation, codes and standards. Cramer, (2023) also points that sustainable construction ecosystem is further impeded by a range of barriers, the most significant of which include lacking regulatory requirements which would drive demand for circular methods. This is important to note since public procurement regulations have normally been characterised by a strain between budgetary concerns and the objective of other contemplations related to environmental and social aims (Schebesta, 2018).

With regard to regulation monitoring and regulatory bodies cooperation, Tsipouri et al. (2015) notes that government stakeholders have the authority to levy steep fines for breaking procurement laws and such techniques have the potential to change procurement officers' perspectives, which may have an effect on how quickly sustainable implementation behavior takes hold. According to Rydge et al. (2015), countries are actively collaborating with organizations like the United Nations Development Programme (UNDP) to fortify laws, such as building rules for energy efficiency and resistance to catastrophe risk.

Hall et al. (2016) points that specific policy goals of sustainability in projects should have a support of national regulations. Kivilä et al. (2017), added that regulations can be distributed at each level of project development, which might include national and regional regulations, municipalities' regulations and project master plans.

With regard to amendments to suit people first concerns, Djokoto et al. (2014) argues out that laws and regulations should be replaced with implementing new ones to support sustainable development concerns.

That withstanding, some studies have refuted that regulatory framework will automatically lead to adoption of people first strategies. For example, Baden et al. (2009) discovered that many of the companies believed that laws and regulations discouraged them from adopting rigorous environmental and social responsibility because they disliked having to follow

strict guidelines. Darko (2019) findings in Ghana also state that regulations were considered a low key strategy to adoption of Green building technologies with arguments that stakeholders would prefer strategies that support adoption at own will and that the other government policies had been ineffective so those related to sustainability adoption would not be taken serious as well

These discussions therefore support the 7 sub variables of Regulatory framework factors used in the study i.e., specific developed guidelines (RGFP1), Established guidelines to promote staff training (RGFP2), Updates/Amendments (RGFP3), Regulatory Provision for stakeholder involvement (RGFP4), Other established national guidelines (RGFN1), Compliance checks (RGFA1), Partnerships with regulatory bodies (RGFB1) and create the notion that regulatory framework affects the way how contracting authority support and staff awareness affects the adoption and implementation of People first evaluation methodology.

2.3.4 The adoption level of people first evaluation methodology and the success of the PPP project development phase.

Hueskes et al. (2017) note the need to include sustainability (people first issues) in PPP projects across the entire PPP lifecycle i.e., project identification phase (inception), detailed preparation phase (feasibility), procurement and project implementation phase. Hueskes et al. (2017) also note that the social, economic and environment concerns have been considered in PPP projects in areas of project definition, stakeholder involvement, formulating output specifications (which relates to project objectives), award criteria among others.

Studies on PPP initiatives have also shown that the integration of efficiency, technological innovation, and social dynamics into the projects is what achieves the relationship between successful PPP arrangements and sustainability (Cheung et al., 2010). Cheung et al. (2010)

defines performance measures of PPP projects in relation to project costs, meeting deadlines, project specifications, quality score, adherence to project budget among others.

According to Rashed et al. (2011), there are specific issues and factors related to the project that must be taken into consideration in order to ensure its sustainability and the interest of all stakeholders, including the government, the private sector, and the users, when adopting and promoting PPPs in a country. Thus, with a foundation in sustainable development, it is imperative that PPP projects adopt a new approach to stakeholder analysis, emphasizing the significance of comprehending and involving PPP stakeholders in sustainable infrastructure development (Wojewnik-Filipkowska & Węgrzyn, 2019).

It is also important to note that many research findings over the years have demonstrated that project success is subjective and can imply different things to different people (Castro et al., 2021). Belassi et al. (1996) state that when assessing project success, four primary categories of factors are taken into account: (i) pertaining to the project itself; (ii) pertaining to the project manager and team; (iii) pertaining to the institution; and (iv) pertaining to the outer situation. In their study regarding Community and public-private partnership projects in Uganda, Magoola et al. (2023) highlight PPP performance parameters including timely completion, timely submission of reports, timely communication of all relevant information, addressing of Stakeholder complaints, costs.

With a careful study of the Ugandan context, the success of the PPP development phase in this study is depicted by the outcomes of the inception, feasibility and procurement stages and these include the successful project team setup and coming up with an inception report, successful registering of the project with the PPP Unit of Uganda, successful recruitment of transaction advisor, completion of feasibility studies , successful procurement of a private party (PPP Act, 2015) whilst considering possible costs and timelines (Magoola et al., 2023).

Krajangsri & Pongpeng (2017) in a study to establish the regression weight between the sustainable infrastructure valuation component and the construction project success attested that sustainable infrastructure valuations (people first assessments) directly affect construction project success (including the PPP development phase). Additionally, according to Ogunsanya et al. (2021), sustainable (people first) purchases produce results such projects that are completed on schedule, under budget, with minimal project risks, and with stakeholder satisfaction.

Studies by Kivila et al. (2017) and Khalilzadeh et al. (2016) also found out that the sustainability factors such as consideration of stakeholders interests, transparency and use of triple bottom line factors in project objectives and stages monitoring have a positive effect on project success criteria with issues such as fulfillment of the agreed-upon projects in a timely and cost-effective manner, project delivery that is appropriate for its intended use, and achievement of business objectives or aims of the undertaking, project stakeholder satisfaction, and project future-oriented organizational preparation being highlighted.

However, Adriana & Ioana-Maria (2013) examined the relationship between sustainability factors and project success and they discovered a disagreement in relationship between the two. They discovered examples of both unsuccessful programs and projects where sustainability was not the driving force behind success. Hence there could be no discernible differences between the two variables for they appear to move in the same direction.

2.4 Summary of Literature review

The review of the existing literature suggests the need for contracting authority support and staff awareness for the adoption of people first evaluation methodology. The literature review also suggests that regulatory framework could significantly moderate the adoption

of people first evaluation methodology and that the adoption of people first methodology could be necessary for PPP project success.

However, the literature on contracting authority support and staff awareness on adoption of people first evaluation methodology has largely been foreign based with studies in Europe, America and some studies in Africa for example Ghana but no local studies have been carried out in Uganda. More so, no studies were found in Uganda focusing on how the adoption of people first evaluation methodology relates with the success of the PPP development phase.

In line with the raised literature gaps, this study fills the literature and knowledge gaps by examining the relationship between contracting authority support and staff awareness on the adoption of people first evaluation methodology, the moderating effect of regulatory framework on the adoption of people first evaluation methodology and the effect of the adoption of people first evaluation methodology on the success of the PPP development phase.

CHAPTER THREE: METHODOLOGY

3.0 Introduction

This chapter provides a detailed narrative of the methodological preferences used. It provides an explanation of the research design, study population, sampling design, which includes the sampling technique, procedure, and sample size, as well as the sources, techniques, processing, analysis, and presentation of the data as well as the researcher's encountered constraints.

3.1 Research Design

The study used a Cross-Sectional design that adopted quantitative and qualitative approaches. Cross-Sectional design concentrates on a population at one particular point in time (Bell et al., 2019; Olsen & Marie St George, 2004). It was preferred since it enabled a one point in time investigation on the adoption of people first methodology and the success of the PPP development phase at the various contracting authorities.

Qualitative research tools use a comprehensive approach, emphasizing findings (Ragab & Arisha, 2017) hence through interviews with PPP project players, the researcher was able to uncover what is responsible for the adoption of people first methodology in Ugandan contracting authorities. One drawback of this approach was that it narrowed the reach of the results, which rendered extrapolation challenging (Bell et al., 2019).

3.2 Study population.

In research, the population is a collection of units from which the sample is obtained (Johnson & Christensen, 2019; Kothari, 2004). The study population were 74 practitioners who are practitioners at the selected 8 contracting authorities. A sample size was drawn from this population. The questionnaires were administered to the respondents and interviews conducted with few selected.

3.3 Sample size

The study considered a sample size of 74 respondents based on census sampling.

Table 3.1: Sample size of the study

Category	Population	Sample	Sampling technique	Data collection instrument
KCCA project team and procurement personnel	29	29	Census sampling	Questionnaire
Wakiso District project team	5	5	Census sampling	Questionnaire and Interview guide
Mukono District project team	5	5	Census sampling	Questionnaire and Interview guide
Mbale city project team	5	5	Census sampling	Questionnaire and Interview guide
Mbarara City project team	5	5	Census sampling	Questionnaire and Interview guide
Nansana Municipal council	5	5	Census sampling	Questionnaire and Interview guide
Busitema University project team	5	5	Census sampling	Questionnaire and Interview guide
Kyambogo University project team	5	5	Census sampling	Questionnaire and Interview guide
PPP Unit	5	5	Census sampling	Questionnaire and Interview guide
PPP experts	5	5	Census sampling	Questionnaire and Interview guide
Total	74	74		

Source; primary data based on field review

3.4 Sampling design and procedures

Researchers utilize two types of sampling techniques: non-probability and probability (Creswell & Creswell, 2018) to take into account the research's economic and timing limitations (Saunders et al., 2019). The researcher used non-probability sampling using the purposive sampling type to select interviewees for the study.

With regard to the survey, census sampling (the entire study population) was considered in order to get a reasonable number of respondents for the study since the possible participants

who have vast understanding of the research variables are not many in Uganda. Those chosen were limited to User departments that have undergone PPP development phases, the project development team, the procurement unit personnel, PPP Unit personnel and some PPP experts.

To increase the number of respondents, the questionnaire was also sent to procurement personnel in Uganda via an email to get responses from those who had PPP knowledge.

3.5 Data Sources

Primary data was used for the study and was collected through a self-administered questionnaire, sent to 74 personnel who have been involved in PPPs at the selected 8 contracting authorities. A total of 12 interviews were also conducted among the selected respondents.

The data from interviews was collected using a semi-structured interview guide. The interviews involved a number of open-ended questions targeting the areas contracting authority support, staff awareness, regulatory framework, the adoption of people first evaluation methodology and the success of PPP development phase based on the topical areas that the researcher wanted to cover.

3.6 Data collection instruments

3.6.1 Questionnaire

A questionnaire used to amass quantifiable data was sent both in hard copy and via email to PPP project team members, procurement personnel and PPP experts in the selected 8 contracting authorities. The total number of questionnaires distributed was 74. This instrument was desirably used on the basis that it was possible to obtain vast amounts of data in a short period with fewer resources (Creswell & Creswell, 2018)

3.6.2 Interviews

An interview denotes a set of questions set by the researcher to be followed while interviewing the respondents as he notes down the responses from the respondents (Adèr et al., 2008). Interviews were used because they make it easy for the respondent to give verbal expression hence an easiest way of collecting raw data and helps in gaining in-depth sights about a variable under research from the respondent's views. An interview guide and a voice recorder when consented by the interviewee were the tools used in conducting interviews.

Interviews with project team members, PPP Unit members and experts in the Ugandan PPP environment with applicable experiences provided opportunities to involve them in the research whereby supporting the advance of knowledge in the study area (Simons, 2014). Purposively sampled informers with vast experience in the PPP development stage helped to access unambiguous perspectives (Yin, 2018).

3.7 Data collection procedures

The researcher acquired an introduction letter from Kyambogo University and presented it to the 8 selected contracting authorities and all the prospective respondents that he was a student carrying out a research study. This enabled the researcher to have access to the targeted respondents.

3.8 Validity and Reliability of Research Instruments

3.8.1 Validity

In this context, validity pertains to the suitability, worth, and use of the generalizations a researcher draws. (Fraenkel & Wallen, 1996; Mohamad et al., 2015).

Content validity is the extent of an instrument's adequate coverage of the study variables under study. Content validity was also guaranteed by giving the instruments to 4 respondents who are PPP experts. The researcher pre-tested the instrument among some intended

respondents (4 experts and practitioners) and inappropriate questions that were detected were subsequently revised or removed. To make sure that the scale items are relevant to the sample and that the issues that were recorded were quantifiable, the Content Validity Index (CVI) was utilized to test the instrument's validity. Since the study variables' coefficients were greater than Ridzuan et al. (2020) suggested tolerable value array 0.60 to 0.80, the instrument was considered valid. The table 3.2 shows the content validity results

To ensure the validity of the interview guide, the questionnaire was tested on two PPP experts who advised the researcher to reduce the questions and also to remove hard to comprehend terminologies. With this, the interview questions reduced from 8 to 5 and captured themes that the respondents would easily deal with. This eventually reduced the interview time to averagely 20 to 30 minutes.

3.8.2 Reliability

According to Ridzuan et al. (2020), reliability is the instrument's consistency in measuring the intended parameter. Using the Statistical Package for Social Sciences (SPSS) Version 22 and only considering variables with a score of greater than 0.70, as recommended by Nunnally and Bernstein (1994), the study employed the Cronbach's alpha coefficient test to demonstrate the reliability of the data. Cronbach's alpha coefficients were calculated as a preliminary test of the measures' reliability. In order to guarantee a satisfactory degree of reliability, all coefficient values were compared to the tolerable array of 0.60-0.80 (Nunnally & Bernstein, 1994).

Table 3.2: Validity and reliability of results

Variable	CVI	Cronbach's Alpha	No. of Items
Contracting authority support	0.900	0.742	10
Staff awareness	0.750	0.759	8
Regulatory framework	0.714	0.807	7
Adoption of people first evaluation methodology	0.714	0.786	7
Success of the PPP development phase	0.857	0.860	7

Source: SPSS dataset

3.9 Data processing, Analysis and presentation

The step of data analysis involves arranging, lessening, and comprehension of data, among other things (Bell et al., 2019).

The objectives of the investigation and its research questions served as a guide for the data presentation. The information was gathered, structured, and classed based on the respondents' responses. Using the SPSS software Version 22, descriptive statistics (frequency ranges, percent, and tables technique) were used to demonstrate the proportions of respondents in various groups and explain the data. A correlation analysis was performed to determine the relationship between contracting authority support and the level of adoption of people first evaluation methodology and the relationship between staff awareness and the level of adoption of people first evaluation methodology.

Based on the recommendations of Thompson (2006) (Creswell, 2014), a linear regression analysis using SPSS software was used to determine the moderating influence of regulatory framework on Contracting authority support, staff awareness, and the adoption level of people first evaluation methodology relationship, the mediating role of the level of adoption of people first evaluation methodology on contracting authority support, staff awareness and the success of the PPP development phase as well as the influence of the level of adoption of people first evaluation methodology on the success of the PPP development phase. SPSS

is extremely effective and has the ability of handling tremendous quantities of data, as suggested by Martin and Acuna (2002) (Rovai et al., 2013).

Analysis and thematic discussions of the qualitative data from the interviews were conducted. This information was utilized to elucidate the conceptions and to support the quantitative findings. Descriptive statistics were presented using means and standard deviations.

3.10 Measurement of Variables

A seven point Likert scale was used to obtain finer shades of opinion (Saunders et al., 2012) in measuring the variables Contracting authority support, staff awareness, Regulatory framework and the adoption of the people first evaluation methodology. The seven-point Likert scale was classified namely as :7strongly agree; 6 Agree 5-Somewhat agree; 4- Neither agree or disagree; 3- Somewhat disagree; 2- Disagree; and 1- Strongly disagree. The success of the project development phase was determined by a yes or no approach based on the respondent's perception.

Contracting authority support, staff awareness and regulatory framework factors were measured based on items developed by Masudin et al. (2020), Darko (2019) and Sönnichsen & Clement (2020). The adoption of people first evaluation methodology was modified based on measurement items used by Berrone et al. (2019). The success of the PPP development phase was measured based on items used by Magoola et al. (2023).

3.11 Ethical consideration

Considering that ethical concerns emerge in all research, this investigation was not an exception, and the researcher took all necessary protocols to address any ethical difficulties. As noted by Creswell (2013), researchers need to make sure research participants stay

secure, develop a trusting relationship with them, promote the legitimacy of the study, protect against misconduct and crimes that might cast poorly on the company.

Thus, a letter of introduction was taken from the Directorate of Research and Graduate Training Kyambogo University to pursue authorization from the contracting authorities' heads. Informed harmony was sought from the contributors and their secrecy was guaranteed. Any basis documents used were referenced.

3.12 Limitations during the study

A major limitation of this study was given by the relatively small number of survey respondents since not many practitioners in the Ugandan contracting authorities have dealt with PPPs. Therefore 53 responses are an appreciable number given Uganda's context.

The researcher took a long time (about one month) to receive some acceptance letters from the contracting authorities which delayed the research process. Other spotted contracting authorities were not involved in the study because of the need for paybacks which was against the Kyambogo University research ethics and conduct and this equally affected the sample size

The study's other shortcoming is that it only used data from one informant for its analysis. One argument is that single respondent bias may result from gathering data from lone informants. Similarly, self-administered questionnaire surveys have also been observed to induce self-reporting bias in respondents. The research's validity is threatened by reporting biases, thus required precautions were made to reduce or eliminate self-reporting and single respondent bias. As a result, the respondents were told that their identities and answers would remain anonymous. Additionally, no personal data was gathered.

The fourth limitation is associated with the generalizability of qualitative research since only 12 individuals participated. Further attempts to gain access to other PPP practitioners failed as some of them were reluctant to participate. Despite this inherent limitation, the findings provide some important insight with regard to the research objectives.

CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1. Introduction

This chapter presents, analyses and interprets the study findings of the adoption of people first evaluation methodology and the success of the public-private partnerships development phase in Uganda centered on the information acquired from the study questionnaire and interviews. It presents the response rate, background information, descriptive statistics for the variables and the respective analysis for each research question.

4.2. Response Rate

74 questionnaires were issued out and 53 questionnaires were reverted for the study consideration hence a response ratio of 71.6%.

A total of 12 people were interviewed. The outcomes are thus a good depiction of the population from which the sample was got.

4.3. Background Information about the Respondents

The individualities of the respondents used in the study relative to gender, age bracket, education qualifications, position in the contracting authority are as below.

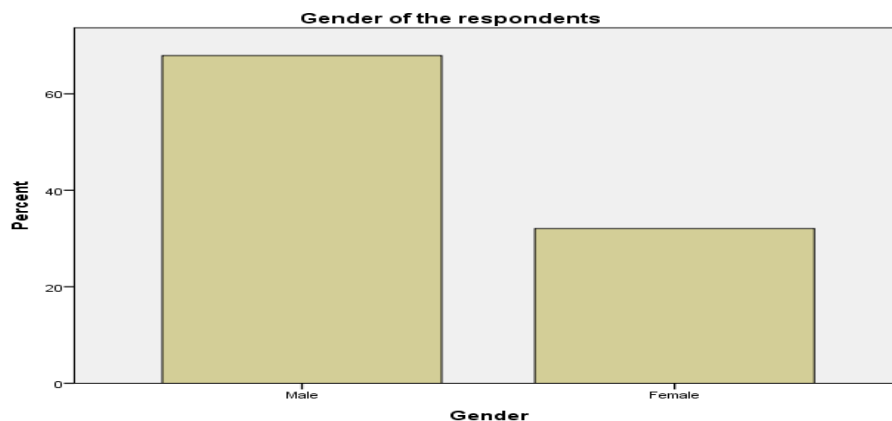


Figure 4.1: Gender of the respondents

Figure 4.1 above shows that 67.9% of the respondents were male while the female constituted of only 32.1 This implies that the sample catered for all gender.

Table 4.1: Age bracket of the respondents

Age bracket					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 30 years	18	34.0	34.0	34.0
	(31-45) years	24	45.3	45.3	79.2
	(46-60) years	11	20.8	20.8	100.0
	Total	53	100.0	100.0	

Table 4.1 above shows that most officers in the contracting authority were between (31-45 years) with 45.3%, 34% were below 30 years and 20.8% were between (46-60) years. This implies that the sample was well spread across the age brackets.

Table 4.2: Education qualifications of the respondents

Education Qualifications					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	1	1.9	1.9	1.9
	Bachelor	26	49.1	49.1	50.9
	Masters	21	39.6	39.6	90.6
	PhD	5	9.4	9.4	100.0
	Total	53	100.0	100.0	

Table 4.2 above shows that 1.9% of the respondents had a diploma, 49.1% had a Bachelor's degree, 39.6% had a Master's degree and 9.4% had a PhD degree. The respondents were therefore spread across various education qualification levels.

Table 4.3: Position in the contracting authority

Position in the Contracting Authority					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Accounting officer	1	1.9	1.9	1.9
	Member of the Project team	22	41.5	41.5	43.4
	Procurement personnel	9	17.0	17.0	60.4
	User department personnel	17	32.1	32.1	92.5
	Other	4	7.5	7.5	100.0
	Total	53	100.0	100.0	

Table 4.3 above shows that 41.5% were members of the project teams in the contracting authorities, 32.1% were user department personnel, 17% were procurement personnel, 7.5% were in other positions and only 1.9% were accounting officers. The findings were therefore a good representation of key stakeholders at the PPP development phase within the contracting authorities.

4.4 Descriptive Analysis of the variables

The study described the of the data regarding contracting authority support, staff awareness, regulatory framework, the adoption level of people first evaluation methodology and the success of the PPP development phase

The method with which the respondents' views were clustered was based on the dispersion (standard deviation) and central tendency (mean). The standard deviation calculated the degree of variation in the respondent's opinions.

4.4.1. The adoption level of people first evaluation methodology

The adoption of people first evaluation methodology and was measured using 7 items scored on a 7-point Likert scale.

Each of the variables was measured using items scored on a seven point Likert scale ranging from 7=Strongly Agree (SA) 6=Agree (A), 5= Somewhat Agree (SWA), 4=Neither Agree or Disagree (N), 3= Somewhat Disagree (SWD), 2= Disagree (D), and 1= Strongly Disagree (SD). In this study, a mean result below 4.5 suggested a low level of adoption of people first evaluation methodology at the PPP development phase while a mean result above 4.5 suggested a high level of adoption of people first evaluation methodology at the PPP development phase on a particular item of the variable.

Table 4.4: Descriptive results for the adoption of people first evaluation methodology

		SD	D	SW D	N	SW A	A	SA	Mean	Std Dev
		Percentages								
AD OP1	The People first Evaluation Methodology is considered during project inception	3.8	5.7	7.5	13.2	18.9	39.6	11.3	5.02	1.563
AD OP2	the people first evaluation methodology is considered during project feasibility studies	1.9	5.7	7.5	11.3	20.8	49.1	3.8	5.06	1.379
AD OP3	the People first Evaluation Methodology is considered during project procurement	1.9	5.7	9.4	13.2	30.2	30.2	9.4	4.92	1.426
AD OS1	project stakeholders prioritise people first evaluation in decision-making	1.9	7.5	5.7	18.9	32.1	24.5	9.4	4.83	1.424
AD OR1	the people first evaluation methodology is integrated into the regular project review process	0	3.8	13.2	20.8	22.6	32.1	7.5	4.89	1.311
AD OO1	the project objectives are aligned to People first evaluation principles	1.9	3.8	7.5	18.9	22.6	32.1	13.2	5.06	1.42
AD OS2	projects have designated roles specifically for the oversight of the People first Evaluation approach	1.9	9.4	3.8	15.1	26.4	32.1	11.3	4.96	1.506

Source: Primary Data

Table 5 above shows that the respondents fairly agreed (mean =5.02) that the people first evaluation methodology is considered during project inception while the respondents fairly agreed (mean =5.06) that the people first evaluation methodology is considered during project feasibility studies. Furthermore, the respondents slightly agreed (mean =4.92) agreed that the people first evaluation methodology is considered during project procurement.

This was verified in one of the interviews where one interviewee noted;

“The feasibility study guidelines call for Environmental Impact Assessment”, and that “Inclusiveness, Equity and affordability concerns are looked into at PPP project development”.

The interviewee however said that they seemed not comprehensive enough.

“There are developed guidelines like the ESIA model to support people first strategies”. The respondent also went ahead to state that *the management of traffic, drainage and security is taken into consideration when evaluating potential PPP projects’*

Another interviewee said:

“Considerations of how the project is going to affect the environment and the surrounding is highly considered at project inception and feasibility. The concept of greening and the sensitivity of the land to be used(Dryland/wetland), consideration of the resources that will be used, how waste will be handled is assessed. Projects are also assessed on how the walkways and toilets for the disabled have been incorporated”

Another interviewee stressed the need to *“avoid Eco sensitive areas” and the search for NEMA clearance with regard to the PPP projects.*

The findings suggest a moderately good level of adoption of people first evaluation methodology across the several PPP development phase stages.

The respondents slightly agreed (mean=4.83) that project stakeholders prioritise people first evaluation in decision-making at the PPP development phase.

However, during the interviews, one interviewee noted that

“there is need to use people public private partnerships...and that users or clients are rarely involved.”.

The interviewee also noted that those spearheading PPP projects need to know *“which SDG is being addressed?” “Which pillar of the National Development Plan is being addressed?”*

The respondents slightly agreed (mean=4.89) that the people first evaluation methodology is integrated into the regular project review process

The above two findings on stakeholder prioritisation and project review process are verified in one of the interviews where an interviewee noted that:

“There is a lookout for climate resilient infrastructure, let it be roads, hospitals, universities”

The respondents fairly agreed (mean =5.06) that the project objectives are aligned to People first evaluation principles

In one of the interviews, an expert noted how *“the recently published PPP Local Government Guidelines mandate the contracting authorities to tailor their objectives to people considerate strategies in terms of displacements and climate-smart expectations”*

The respondents fairly agreed (mean =4.96) that projects have designated roles specifically for the oversight of the people first evaluation approach

This was verified in one of the interviews where one interviewee noted;

“There are specific officers responsible for spearheading environmental and social safeguards on infrastructural PPP projects”

“Development partners for example the African Development Bank, World Bank, JICA are critical on environmental and social safeguards”

At least 5 interviewees noted *“the awareness and the consideration of **PERPS**”* during the PPP development phase.

The findings suggest a moderately high level of adoption of people first evaluation methodology in terms of designated roles

4.4.2 Contracting authority support

Contracting authority support was one of the dimensions of contracting authority factors responsible for the adoption of people first evaluation methodology and was measured using 10 items scored on a 7-point Likert scale. A mean result above 4.5 suggested that respondents agreed that the item in the study was necessary for successful adoption of people first evaluation methodology.

Table 4. 5: Descriptive results for Contracting authority support factors

		SD	D	SWD	N	SWA	A	SA	Mean	Std dev
CAST1	Top management Discussion meetings of people first strategies	5.7	1.9	3.8	1.9	26.4	47.2	13.2	5.36	1.47
CAST2	Top management Vision on people first PPPs	3.8	5.7	3.8	7.5	26.4	43.4	9.4	5.15	1.473
CAST3	Top management Commitment to spearheading people first PPPs	3.8	3.8	5.7	5.7	20.8	45.3	15.1	5.32	1.491
CASR1	Resources for training staff on the use of People first Evaluation Methodology	3.8	9.4	3.8	17.0	20.8	32.1	13.2	4.91	1.632
CASR2	Allocation of adequate funds to run activities for adoption of People-first Evaluation Methodology	7.5	7.5	9.4	13.2	30.2	24.5	7.5	4.55	1.671
CASC1	Conducive culture for a people first mindset	5.7	5.7	9.4	13.2	22.6	39.6	3.8	4.75	1.568
CASC2	Recognition of People first achievements	3.8	7.5	9.4	9.4	28.3	34.0	7.5	4.83	1.553
CASC3	Reward of People first evaluation achievements	5.7	9.4	11.3	5.7	30.2	28.3	9.4	4.68	1.696
CASO1	Presence of a unit/department championing project People first concerns (environmental and social safeguards)	5.7	7.5	9.4	11.3	17.0	26.4	22.6	4.96	1.818
CASO2	Coordination of cross functional teams to implement people first strategies	5.7	0	5.7	18.9	24.5	34.0	11.3	5.04	1.467

The respondents fairly agreed (mean = 5.36) that Top Management Discussion meetings of people first strategies was a necessary factor towards the adoption of people first evaluation methodology. The implication was that majority of the PPP players strongly believe that top management discussion meetings are crucial for the adoption of people first evaluation methodology in contracting authorities.

This was verified in one of the interviews where one interviewee noted;

“There is always top management consideration on whether the project is going to improve the host community, livelihood, boasting trade among others”.

The interviewee also said *PPPs are discussed on whether they are bringing about development and not disadvantaging the people.*

The respondents fairly agreed (mean =5.15) that Top Management Vision on people first PPPs was a necessary factor towards the adoption of people first evaluation methodology. The implication was that having a top management vision on people first principles is crucial to the adoption of people first evaluation methodology in contracting authorities

The respondents fairly agreed (mean = 5.32) that Top Management Commitment to spearheading people first PPPs was a necessary factor towards the adoption of people first evaluation methodology. The implication was that top management commitment is a necessary factor towards the adoption of people first evaluation methodology.

The respondents slightly agreed (mean =4.91) that Resources for training staff on the use of people first evaluation methodology is a necessary factor towards the adoption of people first evaluation methodology. The implication was that contracting authorities have to avail resources for training for the successful adoption of people first evaluation methodology.

The respondents slightly agreed (mean =4.55) that Allocation of adequate funds to run activities for adoption of people first evaluation methodology was a necessary factor towards

the adoption of people first evaluation methodology. The implication was that adequate funds have to be allocated for successful people first evaluation methodology adoption

One of the interviewees noted that *“facilitation fund for feasibility studies is lacking which is limiting the use of people first strategies”*

The respondents slightly agreed (mean = 4.75) that a Conducive culture for a people-first mindset was a necessary factor towards the adoption of people-first evaluation methodology. The implication was that contracting authorities have to ensure there is a conducive culture to support the adoption of people first evaluation methodology

The respondents slightly agreed (mean = 4.83) that Recognition of People first achievements was a necessary factor towards the adoption of people first evaluation methodology. The implication was that contracting authorities should continuously recognise people first achievements to ensure successful adoption of people first evaluation methodology.

The respondents slightly agreed (mean = 4.68) that Reward of People first evaluation achievements was a necessary factor towards the adoption of people first evaluation methodology. The implication was that contracting authorities ought to reward people first evaluation achievements in order to have successful people first evaluation methodology adoption.

The respondents fairly agreed (mean = 4.96) that Presence of a unit/department championing project People first concerns (environmental and social safeguards) was a necessary factor towards the adoption of people first evaluation methodology. The implication was that contracting authorities need to have a department that spearheads people first concerns in PPP projects.

This was verified in one of the interviews where one interviewee noted;

“There is a department that is responsible for spearheading environmental and social safeguards on infrastructural PPP projects”

“Development partners for example the African Development Bank, World Bank, JICA look out for that unit and some expect the entity to have a fully funded environmental and safety unit/department”

The respondents fairly agreed (mean = 5.04) that Coordination of cross functional teams to implement people first strategies was a necessary factor towards the adoption of people first evaluation methodology. The implication was that contracting authorities need cross functional teams coordinated for successful implementation of people first strategies

4.4.3 Staff awareness

Staff awareness was measured using 8 items scored on a seven point Likert scale ranging from 7=Strongly Agree 6=Agree, 5= Somewhat Agree, 4=Neither Agree or Disagree 3= Somewhat Disagree, 2= Disagree, and 1= Strongly Disagree. A mean result below 4.5 suggests low level of staff awareness of people first evaluation methodology at the PPP development phase while a mean result of >4.5 suggests a high level of staff awareness of people first evaluation methodology on a particular item of the variable.

Table 4.6: Descriptive results for Staff awareness

		SD	D	SWD	N	SWA	A	SA	Mean	Std dev
STAK1	I am aware of the People first Evaluation Methodology	1.9	7.5	7.5	7.5	17.0	35.8	22.6	5.28	1.61
STAS1	I have adequate skills on the use the People first Evaluation Methodology	7.5	11.3	3.8	11.3	28.3	32.1	5.7	4.60	1.82
STAK2	I have been encouraged to provide input to People first strategies	3.8	11.3	11.3	9.4	22.6	34.0	7.5	4.68	1.68
STAM1	I am committed to using People first Evaluation Methodology	5.7	5.7	0	9.4	26.4	41.5	11.3	5.15	1.69
STAT1	I have had training on the use of People first Evaluation Methodology	11.3	20.8	9.4	11.3	15.1	26.4	5.7	4.00	1.89
STAE1	I have access to committed experts to support me on the use of People First evaluation Methodology	15.1	13.2	11.3	15.1	15.1	22.6	7.5	4.00	1.95
STAE2	I am given feedback about my performance on People first issues	15.1	13.2	11.3	15.1	15.1	22.6	7.5	4.02	1.88
STAM2	I collaborate with other staff to discuss the People first approach	7.5	11.3	3.8	9.4	24.5	30.2	13.2	4.75	1.818

The analysis shows that the respondents fairly agreed (mean =5.41) that they are aware of the people-first evaluation methodology.

From the interviews, the interviewees noted their knowledge on “*environmental and social safeguards for infrastructural PPP projects*” and that “*there are developed guidelines like the ESIAR model to support people first strategies*”.

The respondent also went ahead to state that *“the management of traffic, drainage and security is taken into consideration when evaluating potential PPP projects’*

Another said that “Development partners for example the African Development Bank, World Bank, JICA are critical on environmental and social safeguards” and also echoed “the awareness and the consideration of “PERPS” during the PPP development phase.”

The respondents slightly agreed (mean=4.6) that they have adequate skills on the use the people first evaluation methodology. The implication was that a quite good number of them did not have the skills on people first evaluation methodology which implied a limitation to adoption.

In the interviews, one of the interviewees who was an Environmental expert noted *“little involvement and interest of other departments in being acquainted with people first concerns”*. Another interviewee noted that *“the skills are slowly being expounded with guidance from the PPP unit”*

The respondents slightly agreed (mean=4.68) that they have been encouraged to provide input to People first strategies. The implication was that the contracting authorities needed to prioritise getting more input from staff for greater levels of adoption of people first evaluation methodology since adoption could be constrained if PPP players are not provided with the opportunity to provide input to people first strategies.

The respondents fairly agreed (mean=5.15) that they are committed to using people first evaluation methodology. The implication was that some players are committed to using people first evaluation methodology which is a factor to effective adoption in the contracting authorities.

The respondents did not agree (mean=4.00) that they have had training on the use of people first evaluation methodology. The implication was that contracting authorities need to embrace training staff if effective adoption is to happen.

This confirmed one of the interviewees narrative who said that “*contracting authorities do not have budgeted funds to cater for training on people first issues unless a donor agency avails them*”.

Another interviewee however said

“our personnel normally have trainings/ knowledge sharing sessions on people first issues for some projects based on donor expectations”

Another said

“Trainings have not been conducted in other cross functional departments which sometimes attracts resistance when working with them with regard to people first concerns”

The respondents did not agree (mean=4.00) that they have access to committed experts to support me on the use of people first evaluation methodology. The implication was that the practitioners could easily drop the people first ideology with the perception that is complex. One interviewee noted that “*most contracting authorities especially Local Governments entirely depended on the PPP Unit for expert opinion*” and this raised concern since the PPP Unit experts cannot conveniently cover all the contracting authorities in Uganda within a short period.

The respondents did not agree (mean=4.02) that they are given feedback about their performance on People first issues. The implication was that there could be no experts or limited access which could be limiting a higher level of adoption of people first evaluation methodology in contracting authorities in Uganda.

The respondents slightly agreed (mean=4.75) that they collaborate with other staff to discuss the People first approach. One of the interviewees noted;

: In my entity, there is collaboration of procurement personnel, Quantity surveyors, Highway designers, Geotechnical team, environmental specialists and sociologists in considering social and environmental issues”

4.4.4 Regulatory framework

Regulatory framework was measured using 7 items scored on a seven point Likert scale ranging from 7=Strongly Agree 6=Agree, 5= Somewhat Agree, 4=Neither Agree or Disagree 3= Somewhat Disagree, 2= Disagree, and 1= Strongly Disagree. A mean result below 4.5 suggests low regulatory framework intervention towards people first evaluation methodology at the PPP development phase while a mean result of >4.5 suggests a high level of regulatory framework intervention towards the adoption of people first evaluation methodology on a particular item of the variable.

Table 4.7: Descriptive results for Regulatory Framework factors

		SD	D	SWD	N	SWA	A	SA	Mean	Std dev
RGFP1	Developed guidelines to stipulate the use of People first Evaluation Methodology	3.8	9.4	9.4	11.3	20.8	28.3	17.0	4.89	1.717
RGFP2	Established guidelines to promote staff training in the use of People first Evaluation Methodology	3.8	13.2	7.5	13.2	15.1	37.7	9.4	4.74	1.723
RGFP3	Updates/Amendments to suit the People first evaluation considerations	3.8	15.1	9.4	13.2	18.9	30.2	9.4	4.57	1.738
RGFP4	Regulatory Provision for stakeholder involvement in PPP projects	3.8	11.3	3.8	7.5	24.5	34.0	15.1	5.00	1.68
RGFN1	Other established national guidelines that include People first principles	5.7	3.8	13.2	11.3	22.6	30.2	13.2	4.85	1.657
RGFA1	Compliance checks to ensure adherence to regulations tied to People first Evaluation Methodology	3.8	13.2	3.8	15.1	17.0	30.2	17.0	4.87	1.765
RGFB1	Partnerships with regulatory bodies to enhance the adoption of People first principles	5.7	7.5	0	20.8	15.1	32.1	18.9	5.04	1.709

The descriptive analysis shows that the respondents slightly agreed (mean =4.89) that the presence of developed guidelines enhances the use of people first evaluation methodology. The implication was that some PPP players agreed that the existence of developed guidelines to support the use of people first evaluation methodology which perception could support adoption.

In some of the interviews, personnel noted *the existence of the environmental and social impact assessments guidance sheets in feasibility study guidelines. The Local Government Guidelines also cater for climate adaptation factors*”

The respondents slightly agreed (mean=4.74) that the presence of established guidelines to promote staff training is crucial in the adoption of people first evaluation methodology. The implication was that some contracting authorities did not do staff training since they perceive that there are no established guidelines that mandates staff training on people first issues which could be a significant limitation to adoption.

The respondents slightly agreed (mean=4.57) that the presence of Updates/Amendments to suit the People first evaluation considerations is a crucial factor towards adoption. The implication was that the staff could not be aware of updates that have been made to cater for people first considerations in the PPP regulatory framework and related laws.

Some respondents for example highlighted that

“The Local Government PPP guidelines of 2023 had a climate smart PPP element to cater for such emerging issues and would encourage local governments to follow suit”

The respondents fairly agreed (mean=5.00) that Regulatory Provision for stakeholder involvement in PPP projects is a crucial regulatory framework factor towards people first adoption. The implication was that adoption the regulatory framework was believed to cater for stakeholder involvement an advantage that can be utilized for successful adoption

In the interviews, one interviewee said,

“the national guidelines for example NEMA call for engaging stakeholders for example on issues of Right of Way”

The respondents slightly agreed (mean=4.85) that other established national guidelines are crucial for adoption of People first principles in PPPs. The implication was the need to create awareness on all people first related laws for heightened adoption.

One of the interviewees noted that

“the existence of the local content policy spearheads the incorporation of people first concerns”

Another interviewee noted

“the use of Equator principles, Local content policy, Public Investment Management System PIMS environmental module in PPP project assessments”

The respondents slightly agreed (mean=4.87) that Compliance checks are necessary to ensure adherence to regulations tied to people first evaluation methodology. The implication was that adoption could be limited since some staff believe compliance checks are not done in relation to people first evaluation methodology.

However, one interviewee noted that even though the guidelines call for use of NEMA procedures,

“NEMA is not involved in the approval of the feasibility studies which raises concerns on whether the stipulated procedures are correctly followed”

The respondents fairly agreed (mean=5.04) that Partnerships with regulatory bodies is crucial to enhance the adoption of People first principles. The implication was that there is need for increased partnerships with regulatory bodies to ensure effective adoption.

During the interviews, some experts noted that regulatory bodies for example National Environmental Management Authority (NEMA) were involved

However, one interviewee noted

“that even though the regulatory bodies supporting people first methodology exists, enforcement and implementation is lacking since the feasibility studies are not approved by NEMA though they use NEMA guidelines”

4.4.5 The success of the PPP development phase

The success of the project development phase was determined by a yes or no approach based on the respondent’s perception.

A mean result below 0.5 suggests that the respondents refute that adoption of people first evaluation methodology leads to the success of the PPP development phase on the particular item while a mean result above 0.5 suggests that the respondents agree that the adoption of people first evaluation methodology leads to the success of the PPP development phase on the particular item

Table 4.8: Descriptive results for the success of the PPP development phase

		Yes	No	Mean	St dev
		Percentages			
SUCA1	The transaction advisor is successfully recruited	71.7	28.3	.72	.455
SUCP1	The project team is successfully set up	86.8	13.2	.87	.342
SUCN1	The number of projects registered with the PPP Unit increase	60.4	39.6	.60	.494
SUCF1	Feasibility studies are completed and registered on time	69.8	30.2	.70	.463
SUCC1	The project development phase is completed within the estimated cost	66.0	34.0	.66	.478
SUCT1	The project development phase is completed within the estimated timeline	56.6	43.4	.57	.500
SUCN2	The number of projects moving from one stage to another increase	63.5	36.5	.63	.486

The respondents agreed(mean=0.72) that the adoption of the people first evaluation methodology will lead to the successful recruitment of the transaction advisor.

The respondents greatly agreed(mean=0.87) that the adoption of the people first evaluation methodology will lead to the successful setup of the project team.

The respondents slightly agreed(mean=0.6) that the adoption of the people first evaluation methodology will lead to the number of projects registered within the PPP Unit.

The respondents fairly agreed(mean=0.7) that the adoption of the people first evaluation methodology will lead to the completion of feasibility studies within the estimated cost and timelines.

The respondents slightly agreed (mean=0.66) that the adoption of the people first evaluation methodology will lead to the completion of the PPP development phase within the estimated cost

The respondents slightly agreed(mean=0.57) that the adoption of the people first evaluation methodology will lead to the success of the project development phase being completed within the estimated timeline.

The above tendencies to disagreement on cost and timelines can partly be validated by most of the concerns interviewees raised such as “*corruption and political interference*” and “*lack of funding to facilitate feasibility studies*” which greatly affects timelines.

The respondents fairly agreed(mean=0.63) that the adoption of the people first evaluation methodology will lead to increase in the number of projects moving from one stage to another.

These results can be validated with interviews where members noted that

“projects will not be boycotted by the public when they consider social and environmental issues hence the timelines will not be lengthened or costs escalated”

Nevertheless, some interviewees noted their worry on

“corruption and unfavourable political moves that frustrate PPP project design and planning”

which entirely frustrates success irrespective of the adoption of people first strategies.

In relation to flow of projects movement from one stage to another, the interviewees noted how *“approval processes and bureaucracies can be shorted once projects adhere to Environmental and social concerns”* and they noted how *“some projects were stalled due to the need for cultural leaders’ consent, forest reserve approvals hence delaying projects at preliminary stages”*

4.5. Relationship between contracting authority support and the adoption level of people first evaluation methodology

The first objective was to determine the relationship between contracting authority support and the adoption level of people first evaluation methodology.

To test if there was a significant relationship between Contracting authority support and the adoption of people first evaluation methodology, a correlation analysis was conducted using spearman’s correlation coefficient and significance statistics. Spearman’s correlation was used because the data was not normally distributed. The findings are presented in the table below.

Table 4.9: Correlation Matrix between Contracting authority support and the adoption level of people first evaluation methodology

		Contracting authority support	Adoption level of people first evaluation methodology
Contracting authority support	Spearman Correlation	1	.714**
	Sig (2-tailed)		.000
		53	53
Adoption level of people first evaluation methodology	Spearman Correlation	.714**	1
	Sig (2-tailed)	.000	
		53	53
**. Correlation significant at 0.05 level (2-tailed).			

P<0.05

Source: Primary data

Table 4.9 above shows the Spearman's correlation coefficient $r = 0.714$, $p=0.000$ between Contracting authority support and the adoption level of people first evaluation methodology suggesting that the two variables had a high positive significant relationship. The contracting authority support implication was that adoption of people first evaluation methodology heavily depends on the extent to which the contracting authority supports in form of Top management vision, top management commitment, resources for training staff, allocation of adequate funds, recognition of people first achievements, presence of a unit / department championing people first outcomes. The findings also mean that the gaps in contracting authority support constrain the adoption of people first evaluation methodology when assessing PPP projects at the PPP development phase

To answer the first research question, what is the relationship between contracting authority support and the adoption level of people first evaluation methodology? This study affirms that contracting authority support has a positive and significant relationship with the adoption level of people first evaluation methodology in Uganda. Therefore, the contracting authorities have to commit by having a Top management vision, top management commitment, resources for training staff, allocation of adequate funds, recognition of people first achievements, presence of a unit / department championing people first outcomes for enhanced adoption of people first evaluation in PPP projects at the development phase.

4.4 Relationship between staff awareness and the adoption level of people first evaluation methodology

The second study objective was to establish the relationship between staff awareness relates and the adoption of the people first evaluation methodology.

To test if there was a significant relationship between staff awareness and the adoption of people first evaluation methodology, a correlation analysis was conducted using Spearman’s correlation coefficient and significance statistics. The findings are in the table below.

Table 4.10: Correlation Matrix between staff awareness and the adoption level of people first evaluation methodology

		staff awareness	adoption level of people first evaluation methodology
staff awareness	Spearman Correlation	1	.662**
	Sig(2-tailed		.000
		53	53
adoption level of people first evaluation methodology	Spearman Correlation	.662**	1
	Sig (2-tailed	.000	
		53	53
** . Correlation significant at 0.05 level (2-tailed).			

P<0.05

Source: Primary data

Table 4.10 shows the Spearman’s correlation coefficient. $r = 0.662$ between staff awareness and the adoption of people first evaluation methodology suggesting that the two variables had a positive significant relationship. The $r = 0.662$ and $p = 0.000$ between staff awareness and the adoption of people first evaluation methodology suggest a high positive and significant relationship between staff awareness and the adoption of people first evaluation methodology. The staff awareness implication was that the adoption of people first evaluation methodology depends on the extent to which the staff are aware of the People first Evaluation Methodology, have adequate skills on the use the People first Evaluation Methodology, have been encouraged to provide input to People first strategies, are committed to using People first Evaluation Methodology, have had training on the use of People first Evaluation Methodology, have access to committed experts to support me on the use of People first Evaluation Methodology. The findings also mean that the gaps in

staff awareness constrain the adoption of people first evaluation methodology when assessing PPP projects at the PPP development phase

To answer the first research question, what is relationship between staff awareness and the adoption level of people first evaluation methodology? This study affirms a positive and significant relationship between staff awareness and the adoption level of people first evaluation methodology in Uganda. Therefore, the contracting authorities have to ensure that the staff; are acquainted with knowledge and skills on the people first evaluation methodology, be encouraged to provide input to People first strategies, are committed to using people first evaluation methodology, have training on the use of people first evaluation methodology, and access to committed experts to support them.

4.5.The moderating role of regulatory framework on the adoption of people first evaluation methodology

To test how regulatory framework moderates the relationship between contracting authority, staff awareness and the adoption of people first evaluation methodology, the researcher used hierarchical regression where several steps were followed.

The researcher started by running the direct effect of contracting authority support and staff awareness on adoption of people first evaluation methodology using a linear regression model. An interaction term was then formed and then incorporated in the model to determine the influence of regulatory framework on contracting authority support, staff awareness and adoption of people first evaluation methodology. The results are shown in the table below;

Table 4.11: Model Summary for the linear regression analysis on moderation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.740 ^a	.547	.529	5.22203	.547	30.195	2	50	.000
2	.766 ^a	.586	.552	5.09317	.586	17.012	4	48	.000

a. Predictors: (Constant), Staff Awareness, Contracting Authority Support

b. Predictors: (Constant), INTERACTION, Staff Awareness, Regulatory Framework, Contracting Authority Support

The multiple regression model (model 1) produced Adjusted $R^2 = .529$, $F(2, 50) = 30.195$, $p < .05$. Model 1 expresses a statistically significant relationship between contracting authority support, staff awareness and adoption of people first evaluation methodology.

The variability accounted for by contracting authority support, staff awareness on adoption of people first evaluation methodology is 52.9% leaving 47.1% to be described by other factors.

In step 2 (model 2), the interaction between regulatory framework, contracting authority support and staff awareness was entered into the regression model and it reveals a statistically significant relationship between contracting authority support, staff awareness, Regulatory framework and adoption of people first evaluation methodology where Adjusted $R^2 = .552$, $F(4, 48) = 17.012$, $p < .05$.

The variability accounted for by contracting authority support, staff awareness and regulatory framework on adoption of people first evaluation methodology is 55.2% leaving 44.8% to be explained by other factors.

Table 4.12: ANOVA analysis for the linear regression analysis on moderation

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1646.820	2	823.410	30.195	.000 ^a
	Residual	1363.481	50	27.270		
	Total	3010.302	52			
2	Regression	1765.165	4	441.291	17.012	.000 ^b
	Residual	1245.137	48	25.940		
	Total	3010.302	52			
a. Predictors: (Constant), Staff Awareness, Contracting Authority Support						
b. Predictors: (Constant), INTERACTION, Staff Awareness, Regulatory Framework, Contracting Authority Support						

In testing the significance of the model, the value obtained was $p=0.000$ for both model 1 and model 2 which indicates that both models were statistically significant in predicting the effect of the predictor variables on adoption level of people first evaluation methodology.

Table 4.13: Coefficients table for the linear regression analysis on moderation

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	11.126	3.138		3.546	.001	4.824	17.428		
	Contracting Authority Support	.277	.071	.453	3.924	.000	.135	.418	.680	1.470
	Staff Awareness	.271	.082	.382	3.315	.002	.107	.436	.680	1.470
2	(Constant)	4.291	4.634		.926	.359	-5.028	13.609		
	Contracting Authority Support	.266	.099	.435	2.680	.010	.066	.465	.327	3.058
	Staff Awareness	.305	.085	.430	3.578	.001	.133	.476	.598	1.672
	Regulatory Framework	.169	.123	.212	1.376	.175	-.078	.416	.363	2.757
	INTERACTION	-.673	.359	-.257	-1.874	.067	-1.394	.049	.459	2.177
a. Dependent Variable: Adoption										

The third research question aimed at exploring the moderating influence of regulatory framework on contracting authority support, staff awareness, and adoption of people first evaluation methodology relationship. The interaction term was not statistically significant (Beta =-0.257, P value =0.067) greater than .05 at 5% level of significance. The results show that regulatory framework does not play a significant role on the relationship between contracting authority support, staff awareness, and adoption of people first evaluation methodology.

4.6. The mediating effect of the adoption level of people first evaluation methodology on the success of the PPP development phase

The study tested whether the relationship between contracting authority support, staff awareness, and success of the PPP development phase was mediated by the adoption level of people first evaluation methodology.

The Baron and Kenny (1986) four stepped hierarchical regression served as the foundation for the analysis. The dependent variable was assumed to be significantly influenced by the independent variables in the first step, significantly influenced by the mediator in the second step, significantly impacted by the mediator in the third step, and significantly influenced by the mediator in the fourth step. The final step combined the independent variable and the mediator and examined if the mediator is significant and the model is predicting more variations in comparison to the model in the first step. The results are displayed as below;

The model summary for the first step showed that the independent variables did not have a significant effect on the depend variable

Table 4.14: Model summary for step one of the linear regression analysis on mediation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.319 ^a	.102	.065	2.14196	.102	2.770	2	49	.072

a. Predictors: (Constant), Staff Awareness, Contracting Authority Support

The model summary for the second step showed that the independent variables had a significant influence on the mediator.

Table 4.15: Model summary for step two of the linear regression analysis on mediation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.740 ^a	.547	.529	5.22203	.547	30.195	2	50	.000

a. Predictors: (Constant), Staff Awareness, Contracting Authority Support

The model summary for the third step showed that the mediator variables had a significant influence on the success of the PPP development phase as shown below

Table 4. 16: Model summary for step three of the linear regression analysis on mediation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.315 ^a	.099	.081	2.12340	.099	5.498	1	50	.023

a. Predictors: (Constant), Adoption

The fourth step involved combining contracting authority support, staff awareness, adoption level of people first evaluation methodology and the success of the PPP development phase.

The statistical findings are as below;

Table 4. 17: Model summary for step four of the linear regression analysis on mediation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.340 ^a	.116	.060	2.14727	.116	2.090	3	48	.114

a. Predictors: (Constant), Adoption, Staff Awareness, Contracting Authority Support

Table 4. 18: ANOVA table for step four of the linear regression analysis on mediation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.915	3	9.638	2.090	.114 ^b
	Residual	221.316	48	4.611		
	Total	250.231	51			

a. Dependent Variable: Success of PPP Development Phase

b. Predictors: (Constant), Adoption, Staff Awareness, Contracting Authority Support

Table 4.18: Coefficients table for step 4 of the linear regression analysis on mediation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	1.223	1.447		.845	.402	-1.686	4.132		
Contracting Authority Support	.021	.033	.118	.629	.532	-.046	.088	.520	1.923
Staff Awareness	.020	.038	.096	.530	.599	-.056	.095	.562	1.780
Adoption	.051	.058	.175	.871	.388	-.066	.168	.457	2.188

a. Dependent Variable: Success of PPP Development Phase

The findings displayed that the adoption of the people first evaluation methodology is not a significant predictor in mediating the relationship between contracting authority support, staff awareness and the success of the PPP development phase. (B=0.175, t=0.871, P>0.05)

The results indicate that there was no significant mediating influence of adoption of people first evaluation methodology on the relationship between contracting authority support, staff awareness and the success of the PPP development phase

4.7 The influence of the adoption level of People First evaluation methodology on the success of the PPP development phase

Having converted the categorical data of the dependent variable to a continuous data type, a linear regression was used to assess whether the adoption level of people first evaluation methodology was associated with the likelihood of success of the PPP development phase.

Table 4.19: Model summary for the linear regression analysis

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.315 ^a	.099	.081	2.12340	.099	5.498	1	50	.023

a. Predictors: (Constant), Adoption

Results in Table 4.14, it is evident that the model fits well with the data F-statistic=5.498, which is significant at P<0.05. Hence, the adoption of people first evaluation methodology is a reliable predictor of the success of the PPP development phase.

The findings further indicate that the adoption of people first evaluation methodology explains the variations of success at the PPP development phase by 8.1% (adjusted R²=0.081). This means that the remaining 91.9% is explained by other factors.

Table 4.20: Coefficients table for the linear regression model

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	1.573	1.379		1.141	.259	-1.196	4.342
Adoption	.091	.039	.315	2.345	.023	.013	.169

a. Dependent Variable: Success of PPP Development Phase

The predictive model developed from the findings in table 4.15 above is given by;

PPPSUC=1.573 + 0.091ADOP, where PPPSUC is the success of the PPP development phase and ADOP is the level of adoption of the people first evaluation methodology. This means a unit increase in adoption of people first evaluation methodology leads to 0.091 increase in success of the PPP development phase. Based on the fourth research objective, the adoption of the people first evaluation methodology significantly and positively affects the success of the PPP development phase in Uganda.

Table 4.21: ANOVA table for the linear regression model

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.789	1	24.789	5.498	.023 ^b
	Residual	225.442	50	4.509		
	Total	250.231	51			

a. Dependent Variable: Success of PPP Development Phase

b. Predictors: (Constant), Adoption

The ANOVA analysis results (p=0.023) as shown in the table 4.16 above show that adoption of people first evaluation methodology has a significant influence on the success of the PPP development phase.

CHAPTER FIVE: SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the summary of each research question based on the study findings. Discussions, conclusions, recommendations, limitations, contributions, and areas for further study are equally presented.

5.2 Summary of the study findings

5.2.1 Relationship between Contracting authority support and the adoption level of people first evaluation methodology

The correlation outcomes revealed a high positive and significant relationship between Contracting authority support and adoption of people first evaluation methodology at the PPP development phase ($r = 0.714$, $p = 0.000$) hence the need for a high level of contracting authority support as the respondents appreciated the usefulness of contracting authority support towards the adoption of people first evaluation methodology.

5.2.2 Relationship between Staff awareness and the adoption level of people first evaluation methodology

The correlation results revealed a moderately positive and significant relationship between staff awareness and adoption of people first evaluation methodology at the PPP development phase ($r = 0.662$, $p = 0.000$) hence the need for a high level of staff awareness as the respondents appreciated the usefulness of staff awareness support towards the adoption of people first evaluation methodology.

5.2.3 The moderating effect of regulatory framework on the adoption level of people first evaluation methodology

When a regression model was run, the model coefficient of regulatory framework was -0.257 with a t-test value of -1.874 and was not statistically significant at a 5% level (p

value=0.067). This indicates that there is no significant moderating influence of Regulatory framework on the relationship between contracting authority support, staff awareness and the adoption of people first evaluation methodology.

5.2.4 The mediating effect of the adoption level of people first evaluation methodology on the success of the PPP development phase

When a regression model was run, the model coefficient of adoption of people first evaluation methodology was 0.175 and was not statistically significant at a 5% level (p value=0.388). The mediating effect is evidenced from the mediator variable (adoption of people first evaluation methodology) which did not statistically and significantly (P-value>0.05) influence/affect the success of the PPP development phase.

5.2.5 The influence of the adoption level of people first evaluation methodology on the success of the PPP development phase

When a regression model was run, the results $p=0.023$ ($p \leq 0.05$) showed that the adoption of people first evaluation methodology has a significant influence on the success of the PPP development phase. The study therefore found out that a high level of adoption of people first evaluation methodology leads to an increase in the success of the PPP development phase.

5.3 Discussion of findings

5.3.1 Contracting authority support and the adoption level of people first evaluation methodology

There was a positive relationship between contracting authority support and the adoption of people first evaluation methodology in Uganda. The study therefore brought the conclusion that adoption of people first evaluation methodology depends on the extent to which contracting authorities support the people first concerns through top management discussion

meetings, having a vision on people first issues, committing resources, have a department spearheading people first concerns among others.

These study findings and observations are supported by previous studies such as Similä & Mwesiumo (2024) and Sonnichsen & Clement (2020) which attributed adoption of people first evaluation principles to contracting authority support

Agbesi (2018) also found that organizational factors (contracting authority support) positively influences sustainable (people first) acquisitions as it creates a supporting culture. Masudin et al. (2020) moreover argues out that the contracting authority support factors such as top management will affect staff awareness hence heightening adoption of people first strategies in institutions.

Sonnichsen & Clement (2020) also argues that top level management, size, funds allocation, cross-departmental commitment are crucial for people first related techniques. Similä & Mwesiumo (2024) also found out that the organizational aspects of strategic aims, structure and control mechanism, and resources adequacy are crucial for adoption of people first concerns.

Hence, the study observes that contracting authority support significantly and positively influences the adoption of people first evaluation methodology in Uganda.

5.3.2 Staff awareness and the adoption level of people first evaluation methodology

There was a significant and positive relationship between staff awareness and the adoption of people first evaluation methodology in Uganda. The study therefore brought the conclusion that adoption of people first evaluation methodology depends on the extent to which staff is aware about the people first concerns through knowledge and skills, trainings, having access to senior people they can consult among others.

These study findings and observations are supported by previous studies such as Masudin et al. (2022), Agyekum et al. (2022), Sönnichsen & Clement (2020) and Nadeem et al. (2017) which attributed significant adoption of people first evaluation principles (sustainability) to staff awareness

In their study, Kumar et al. (2023) noted that the presence of trained and skilled workforce, training programs, and having sustainability (people first concerns) knowledge is relevant to sustainability adoption. Singh et al. (2023) found out that Professionals with the necessary skills lead the adoption of new, environmentally friendly buying strategies.

Hence, the study observes that staff awareness significantly and positively influences the adoption of people first evaluation methodology in Uganda.

5.3.3 The moderating influence of regulatory framework on the adoption level of people first evaluation methodology

There was no significant moderating influence of Regulatory framework on the relationship between contracting authority support, staff awareness and the adoption of people first evaluation methodology.

Therefore, this implies that the contracting authority support and staff awareness in contracting authorities towards adopting the people first evaluation methodology will not be strengthened by regulatory framework.

Interviews revealed that the presence of regulatory framework towards people first strategies was necessary for adoption but ineffectiveness was attributed to limited knowledge and follow-up of such regulatory framework measures in the contracting authorities.

Therefore, even though the conclusions of scholars such as Tiwari et al. (2024), Agbesi (2018) suggest that regulatory framework should significantly affect the adoption of

sustainability (people first strategies) because of the mandatory push to involve the concerned parties, this study refutes the claim for the Ugandan context. This relates with Darko (2019) findings in Ghana where regulations were considered a low key strategy to adoption of Green building technologies with arguments that stakeholders would prefer strategies that support adoption at own will and that the other government policies had been ineffective so those related to sustainability adoption would not be taken serious as well.

This could partly confirm the UNECA (2022) diagnostic argument that the people first idea should be fully incorporated into the PPP legal framework and make it operationalisable.

5.3.4 The mediating influence of the adoption level of people first evaluation methodology on the success of the PPP development phase

The study revealed that there was no significant mediating effect of the adoption of people first evaluation methodology on the relationship between contracting authority support, staff awareness and the success of the PPP development phase.

This confirms the findings of Adriana & Ioana-Maria (2013) who after analyzing the association concerning sustainability factors and project success discovered several disagreements with this relationship. This could imply that the relationship between contracting authority support factors and PPP development phase success in Uganda may not primarily improve based on the adoption of the people first evaluation methodology.

5.3.4 The influence of the adoption of people first evaluation methodology on the success of the PPP development phase

The study revealed that the adoption of people first evaluation methodology has a significant influence on the success of the PPP development phase.

This confirms the findings of Krajangsri & Pongpeng (2017) who established that sustainable infrastructure assessments (people first assessments) directly affect construction project success (including the PPP development phase). The study done by Ogunsanya et al. (2021) also established that sustainable (people first) purchases results into projects that are completed on schedule, under budget, with minimal project risks, to the specific quality and with stakeholder satisfaction.

Furthermore, studies by Kivila et al. (2017) and Khalilzadeh et al. (2016) also found out that there is sustainability factors(people first strategies) such as stakeholder involvement have a positive effect on project success criteria (including project development phase) with impact on fulfillment of the agreed-upon projects in a well-timed and cost-effective way, project delivery that is appropriate for its intended use, and achievement of business objectives or aims of the undertaking, project stakeholder satisfaction, and project future-oriented organizational preparation being highlighted.

Hence from the study findings, the adoption of people first evaluation methodology has a positive influence on the success of the PPP development phase in Uganda. As Berrone et al (2019) points the growing need of shifting from the conventional evaluation criteria for potential PPP projects to align with “the people first” agenda, people first assessments for example the UNECE people first evaluation format therefore need to be integrated in PPP projects in Uganda (UNECA, 2023)

5.4 Conclusion

Particularly in nations that are developing like Uganda, infrastructure improvements are important for economic, social, and environmental activity. When thinking about implementation, their effectiveness in terms of people first concerns should be carefully evaluated.

To establish the adoption level of people first concerns in assessing PPP projects in Uganda, the paper aimed at establishing its relationship with the factors responsible for adoption and possible effect of adoption on the success of the PPP development phase in Uganda.

The results show that the adoption of people first evaluation methodology is positively related to contracting authority support and the staff awareness. It is also established that there is no regulatory framework's moderating effect on the adoption of the people first evaluation methodology. It also establishes that the adoption of the people first evaluation methodology affects the success of the PPP development phase. Hence, the study also recommends the need for the regulatory framework to clearly communicate people first ideas. Lastly, there is need to explicitly benchmark the UNECE people first format since adoption of people first concerns leads to success of PPP projects at the development phase in Uganda. Since the predictive model also shows that a big percentage of success is predicted by many other factors, there is need to look at the other factors affecting PPPs success at the development phase in Uganda for example knowledge capacity of staff handling PPPs, availability of funds to run PPP projects, favourable political climate and curbing corruption that misappropriates funds meant for the PPP development phase especially coming up with inception and feasibility study milestones.

5.5 Recommendations

The study recommends a robust contracting authority support through having a vision and committing resources to people first issues. It also recommends having a conducive culture for a people first mindset through recognition and reward of People first achievements, coordination of cross functional teams to implement people first strategies and having a unit/department championing project People first concerns (environmental and social safeguards) that funders normally look at when investing in PPP projects.

Heightened staff awareness is needed towards people first adoption through trainings and access to people first experts. Staff in contracting authorities also need to be encouraged to provide input to People first strategies so that their commitment to using people first evaluation methodology is improved. Through the cross functional teams and access to expertise, staff should also be given feedback about their performance on People first issues.

Based on the qualitative findings, the regulatory framework needs to be carefully monitored so that its use is actualized with regard to implementing people first issues in PPPs. Developed guidelines to stipulate the use of people first evaluation methodology. To ensure effective compliance on the adherence to regulations tied to people first evaluation methodology, partnerships with regulatory bodies to enhance the adoption of people first principles is also required for example National Environment Management Authority (NEMA) approval of Environmental and Social Impact Assessment reports for PPP projects.

Since adoption of people first contributes to PPP project success, there is need to thoroughly emphasise and implement its use at inception, feasibility and procurement stages. More so, project stakeholders should be encouraged to prioritise people first evaluation in PPPs during decision-making and the regular review procedure. Designated roles specifically for the oversight of the people first evaluation approach in PPP projects is also very key.

A methodological recommendation is based on the limitation of the comparatively small number of respondents since not many practitioners in the Ugandan contracting authorities have dealt with PPPs. Therefore, for future research, this limitation could be overwhelmed by increasing the sample size.

5.6 Directions for future research

Since with the move for the SDGs, themes such as “climate financing”, “green climate fund” has been emphasised, future research can determine what Uganda needs to do to attract PPP financing due to prioritising people first concerns in infrastructural projects.

The interviews revealed the need to study small scale PPPs in the Ugandan context. Hence future research can determine what Small scale PPPs Ugandan contracting authorities can venture in as well as establishing whether implementing small scale PPP projects will significantly affect the success of PPPs in Uganda.

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APPENDIX 1: STUDY QUESTIONNAIRE

The researcher is conducting a study on **the adoption of the people first evaluation methodology and the Public Private Partnership(PPP) project development phase success in Uganda**. You are kindly requested to take part in this study because your entity has been involved in spearheading PPP projects. Please note that your views will be treated with strict confidentiality by the researcher and used solely for this research project. **THANK YOU!!!!**

Definitions with regard to this research

People-first Evaluation Methodology means a set of criteria for evaluating potential PPP projects using *value for people* (social concerns) and *value for planet* (environmental concerns) to complement value for money. It considers the following outcomes;

- access and equity
- economic viability and fiscal sustainability
- environmental sustainability and resilience
- replicability
- stakeholder engagement.

Project development phase refers to the stages of the PPP project where the detailed shaping of the project occurs. It includes the inception and feasibility and procurement stages.

The main activities for each of the stages are;

- ❖ **Inception Stage**- Initial needs analysis, register the project with the PPP unit, appoint the project officer and setup project team and attracting the transaction advisor
- ❖ **Feasibility stage**- Assess whether conventional public procurement or a PPP is in the best interests of the institution for the delivery of the service.
- ❖ **Procurement stage**- Design a fair equitable, transparent, competitive procurement process and prepare bid documents, including draft PPP agreement

Contracting authority refers to any of the government ministries, departments, agencies, and local government bodies Identifying, creating, and managing PPP project initiatives

Section A: General Information (Please tick where applicable)

A1	Name of contracting authority	
A2	Designation	
A3	Gender	Male.....	Female.....
A4	Age Bracket	Below 30years..... (31-45) years.....	(46-60) years..... Above 60years.....
A5	Education Qualifications	Diploma..... Bachelor..... Master.....	PhD..... Any other: Please specify.....
A6	Position in the contracting Authority	Accounting officer..... Procurement personnel..... Member of the Project team.....	User Department personnel..... Others Specify.....
A7	Number of projects worked upon that have reached/are at	Inception stage..... Feasibility stage..... Procurement stage.....	

Section B: Contracting authority situation

i. Contracting authority support

Contracting authority support and the level of adoption of People-first Evaluation

Methodology

What is your degree of agreement on how the following contracting authority factors contribute to the adoption of People-first Evaluation Methodology? Use Likert scale below;

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Strongly Agree

CAS	Contracting authority support factors	Tick or circle						
		1	2	3	4	5	6	7
CAST1	Top management Discussion meetings of people first strategies							
CAST2	Top management Vision on people first PPPs							
CAST3	Top management Commitment to spearheading people first PPPs							
CASR1	Resources for training staff on the use of People-first Evaluation Methodology							
CASR2	Allocation of adequate funds to run activities for adoption of People-first Evaluation Methodology							
CASC1	Conducive culture for a people-first mindset							
CASC2	Recognition of People-first achievements							
CASC3	Reward of People-first evaluation achievements							
CASO1	Presence of a unit/department championing project People-first concerns (environmental and social safeguards)							
CASO2	Coordination of cross functional teams to implement people first strategies							

ii. Regulatory framework (PPP Act, PPP Regulations & PPP Guidelines)

The moderating effect of regulatory framework on the level of adoption of People-first Evaluation Methodology during the PPP project development phase

Please Indicate your level of agreement on how the following regulatory framework factors affect the level of adoption of People-first Evaluation Methodology during the PPP project development phase using the Likert scale below.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Strongly Agree

RGF	Regulatory framework factors	Tick or circle						
		1	2	3	4	5	6	7
RGFP1	Developed guidelines to stipulate the use of People-first Evaluation Methodology	1	2	3	4	5	6	7
RGFP2	Established guidelines to promote staff training in the use of People-first Evaluation Methodology	1	2	3	4	5	6	7
RGFP3	Updates/Amendments to suit the People-first evaluation considerations	1	2	3	4	5	6	7
RGFP4	Regulatory Provision for stakeholder involvement in PPP projects	1	2	3	4	5	6	7
RGFN1	Other established national guidelines that include People-first principles	1	2	3	4	5	6	7
RGFA1	Compliance checks to ensure adherence to regulations tied to People-first Evaluation Methodology	1	2	3	4	5	6	7
RGFB1	Partnerships with regulatory bodies to enhance the adoption of People-first principles	1	2	3	4	5	6	7

iii. Staff awareness (staff knowledge and skills)

Staff awareness and the level of adoption of people first evaluation methodology

Please Indicate your degree of agreement with the following statements concerning staff awareness with regard to use of People-first Evaluation Methodology during the PPP development phase. **Use the Likert scale below;**

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Strongly Agree

STA	Staff awareness statements	Tick or circle						
STAK1	I am aware of the People-first Evaluation Methodology	1	2	3	4	5	6	7
STAS1	I have adequate skills on the use the People-first Evaluation Methodology	1	2	3	4	5	6	7
STAK2	I have been encouraged to provide input to People-first strategies	1	2	3	4	5	6	7
STAM1	I am committed to using People-first Evaluation Methodology	1	2	3	4	5	6	7
STAT1	I have had training on the use of People-first Evaluation Methodology	1	2	3	4	5	6	7
STAE1	I have access to committed experts to support me on the use of People-first Evaluation Methodology	1	2	3	4	5	6	7
STAE2	I am given feedback about my performance on People-first issues	1	2	3	4	5	6	7
STAM2	I collaborate with other staff to discuss the People-first approach	1	2	3	4	5	6	7

Section C: The level of Adoption of the People-first Evaluation Methodology and the PPP development phase success

Please Indicate your degree of agreement about the following statements concerning your Contracting authority level of adoption of the People-first Evaluation Methodology. **Use the Likert scale below;**

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Strongly Agree

ADO	Statements about the level of Adoption of the People-first Evaluation Methodology	Tick or circle						
		1	2	3	4	5	6	7
ADOP1	the People-first Evaluation Methodology is considered during project inception	1	2	3	4	5	6	7
ADOP2	the people-first evaluation methodology is considered during project feasibility studies	1	2	3	4	5	6	7
ADOP3	the People-first Evaluation Methodology is considered during project procurement	1	2	3	4	5	6	7
ADOS1	project stakeholders prioritise people-first evaluation in decision-making	1	2	3	4	5	6	7
ADOR1	the people-first evaluation methodology is integrated into the regular project review process	1	2	3	4	5	6	7
ADOO1	the project objectives are aligned to People-first evaluation principles	1	2	3	4	5	6	7
ADOS2	projects have designated roles specifically for the oversight of the People-first Evaluation approach	1	2	3	4	5	6	7

SECTION D: PPP project development Success

As an expert, Please Indicate (by ticking) whether the adoption of the people first evaluation methodology affects the PPP development phase success

SUC	The PPP project development phase success <i>Due to adopting People-first Evaluation Methodology,</i>	Yes	No
SUCA1	The transaction advisor is successfully recruited		
SUCP1	The project team is successfully set up		
SUCN1	The number of projects registered with the PPP Unit increase		
SUCF1	Feasibility studies are completed and registered on time		
SUCC1	The project development phase is completed within the estimated cost		
SUCT1	The project development phase is completed within the estimated timeline		
SUCN2	The number of projects moving from one stage to another increase		

END OF QUESTIONNAIRE.

THANKS FOR YOUR VALUABLE TIME

APPENDIX II: INTERVIEW GUIDE

INTERVIEW QUESTIONS FOR A STUDY ON “ADOPTION OF THE PEOPLE FIRST EVALUATION METHODOLOGY AND THE PUBLIC PRIVATE PARTNERSHIP(PPP) PROJECT DEVELOPMENT PHASE SUCCESS IN UGANDA”

1. Based on knowledge amassed from the projects you have worked upon and your expert opinion, Comment on which aspects of the people first evaluation methodology (social and environmental concerns) have been measured/assessed during the PPP development phase in your entity and the country at large.
2. Comment on your contracting authority support and level of staff awareness towards adopting people first evaluation methodology during the PPP development phase?
3. Give your view about the Ugandan PPP regulatory framework structuring in the bid to support people first strategies (environmental and social concerns) in spearheading PPP projects.
4. Comment on whether the adoption of people first strategies will lead to the success of the public private partnerships development phase in your contracting authority?
5. What are the main challenges you have faced in the bid to adopt the people first (environmental and social concerns) in your entity AND how have you overcome them?

THANKS FOR YOUR VALUABLE TIME