SCHOOL OF EDUCATION, SOCIAL SCIENCES & TECHNOLOGY

COMMUNITY PARTICIPATION AND PERCEIVED EFFECTIVENESS OF A PARTNERSHIP-BASED ROAD INFRASTRUCTURE PROJECT: EVIDENCE FROM THE TOKYO WAY (RING ROAD), LUSAKA.

BY

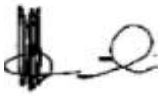
CHIWANZA MUSHILI

COMPUTER NO: BPA1713259

A research report submitted to University of Lusaka in partial fulfilment of the requirements for the award of the bachelor's degree in Public Administration.

DECLERATION

I, Chiwanza Mushili, do hereby declare that this research is authentic and has never been undertaken before at this prestigious University or any other learning institution for similar purposes. I further declare that all work of other scholars and sources of information have been acknowledged, however, if any omissions have been made, it is not by choice but rather because of human error.

Author's Signature:  **Date:** 24.12.2025

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ABSTRACT

Community engagement and participation are widely recognised as important factors influencing the perceived effectiveness of Public-Private Partnership (PPP) infrastructure projects. However, inadequate community involvement can undermine public trust and affect how such projects are perceived by beneficiaries. This study examined the relationship between community participation and perceived project effectiveness in the Tokyo Way (Ring Road) PPP project in Kamwala South, Lusaka. A descriptive cross-sectional research design was adopted, involving a sample of 155 respondents comprising community members and government officials. Stratified random sampling was used to ensure representation of key subgroups. Data were collected using structured, closed-ended questionnaires that assessed community engagement practices, barriers to participation, and perceptions of project effectiveness. Quantitative data were analysed using descriptive statistics (frequencies, percentages, and means) and inferential statistics (Chi-square tests) with the aid of SPSS version 26.

The findings revealed generally low levels of community engagement, with 76.8% of respondents rating engagement practices as inadequate. Limited community meetings (71%), minimal public consultations (75.5%), and the absence of effective feedback mechanisms (80.6%) were reported as key shortcomings. In addition, 80.6% of respondents identified barriers to participation, including poor communication and exclusion from decision-making processes. The study further established a statistically significant positive relationship between community participation and perceived project effectiveness. Respondents who reported higher levels of involvement were more likely to perceive the project as effective, while low participation was associated with perceptions of ineffectiveness.

The study concludes that inadequate community participation negatively influences perceptions of project effectiveness in PPP road infrastructure projects. It recommends strengthening structured community engagement mechanisms, addressing participation barriers, and enhancing feedback and consultation processes to improve perceived project effectiveness in similar PPP initiatives.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Background of the study

Public infrastructure development remains a central concern for governments worldwide due to its critical role in supporting economic growth, social welfare and spatial integration. Transport infrastructure in particular is widely recognised as a catalyst for urban productivity, regional connective and improved quality of life, especially in rapidly urbanising cities (World Bank, 2019). However, many governments, particularly in developing countries, face persistent fiscal constraints, institutional limitations and rising infrastructure deficits. These challenges have contributed to the increasing adoption of Public Private Partnerships as alternative mechanisms for financing and delivering large scale infrastructure projects (Grimsey and Lewis, 2004; World Bank, 2019).

Public Private Partnerships are broadly defined as long term contractual arrangements between public sector institutions and private sector entities for the provision of public assets or services, in which significant risks and responsibilities are shared between the parties (Yescombe, 2017). PPPs have been promoted as instruments for mobilising private capital, improving efficiency, enhancing innovation and transferring technical expertise to the public sector (Yescombe, 2017; Taufiqurokhman and Handayani, 2024). In the road and transport sector, PPPs are commonly used for the construction, rehabilitation and maintenance of highways, ring roads and urban arterial roads where high capital investment is required and long-term operation is envisaged.

While the technical and financial dimensions of PPPs have been extensively examined in the literature, increasing attention has been paid to the social and governance dimensions of these arrangements. Scholars argue that infrastructure projects cannot be evaluated solely on economic efficiency or cost effectiveness but must also be assessed in terms of their social acceptability, inclusiveness and long term sustainability (Ostrom, 1996; World Bank, 2019). This shift has led to growing interest in the role of community participation within PPP frameworks, particularly in sectors such as urban transport where projects directly affect livelihoods, mobility patterns and land use.

Community participation refers to the involvement of local residents, civil society organisations and other affected stakeholders in decision making processes throughout the project lifecycle, including planning, design, implementation and monitoring (Arnstein, 1969; World Bank, 2019). Participatory development theory suggests that communities are not merely passive beneficiaries of development projects but active agents whose knowledge, preferences and social dynamics influence project outcomes (Chambers, 1997). In the context of PPPs, community participation is increasingly viewed as a mechanism for improving accountability, reducing conflict and enhancing public trust in both government and private partners (World Bank, 2019).

Empirical evidence suggests that PPP projects that fail to adequately engage communities often encounter resistance, delays and legitimacy challenges. According to the World Bank (2019), inadequate consultation and poor communication with affected communities have contributed to project delays, cost overruns and, in some cases, project failure. This is particularly evident in road infrastructure projects, where land acquisition, resettlement, environmental impacts and access disruptions are common sources of community dissatisfaction (Ogunlana, 2010). Meaningful participation allows communities to express concerns, influence mitigation measures and develop a sense of ownership over infrastructure assets.

Despite the recognised importance of community participation, its integration into PPP projects remains inconsistent, especially in developing countries. PPP arrangements are often characterised by complex contractual structures, confidentiality clauses and technocratic decision making processes that limit public access to information (Hodge and Greve, 2017). These characteristics can marginalise community voices and concentrate decision making power among government officials and private investors. As a result, participation may be reduced to tokenistic consultations that occur after key decisions have already been made, rather than genuine engagement that shapes project direction (Arnstein, 1969; Hodge and Greve, 2017).

In sub Saharan Africa, the use of PPPs has expanded significantly over the past two decades as governments seek to address infrastructure deficits and stimulate economic development. The transport sector has been a major focus due to its importance for trade, regional integration and urban mobility (World Bank, 2019). However, studies indicate that PPP implementation in Africa often faces governance challenges, including weak institutional capacity, limited transparency and

insufficient stakeholder engagement (Osei Kyei and Chan, 2017). These challenges raise important questions about how community participation is conceptualised and operationalised within African PPP projects.

Zambia has embraced PPPs as part of its broader development strategy aimed at enhancing infrastructure provision while managing public debt. The enactment of the Public Private Partnership Act No. 14 of 2009, later revised in 2018, established a legal and institutional framework for PPP implementation in the country (Government of Zambia, 2018). Since then, PPPs have been applied in sectors such as energy, water supply, health and transport. Road infrastructure projects have been prioritised due to their role in supporting economic diversification, urban development and regional connectivity.

Lusaka, Zambia's capital city has experienced rapid population growth and urban expansion over recent decades. This growth has placed significant pressure on existing transport infrastructure, resulting in congestion, increased travel times and rising vehicle operating costs (Ministry of Local Government and Housing, 2023). In response, the government has undertaken several major road projects aimed at improving traffic flow and enhancing connectivity within the city. One such project is the Inner Ring Road commonly known as Tokyo Way.

Tokyo Way is a strategically important road that forms part of Lusaka's inner ring road network, linking key industrial, commercial and residential areas. The road was constructed with significant external support, including cooperation with the Government of Japan, and was officially named Tokyo Way in recognition of this partnership (Embassy of Japan in Zambia, 2012). The project was designed to decongest the central business district and facilitate smoother movement of goods and people across the city.

Although Tokyo Way is not always explicitly classified as a traditional PPP in public discourse, its development reflects characteristics commonly associated with large scale partnership-based infrastructure projects. These include collaboration between government institutions, external partners and contractors, as well as engagement with multiple stakeholders affected by the road's construction and operation. The project therefore provides a valuable case for examining how community participation is incorporated into major urban road initiatives within a partnership-oriented development framework.

Urban road projects such as Tokyo Way have significant social implications for surrounding communities. These include changes in land use, displacement of informal traders, impacts on road safety, noise and environmental quality, as well as altered access to services and livelihoods. The

extent to which communities are consulted and involved in addressing these issues can influence public perceptions of the project and its long term sustainability. Previous studies in Zambia have shown that participatory approaches in infrastructure provision, particularly in water and sanitation projects, can enhance service sustainability and community satisfaction (Mwanza, 2015).

Despite the importance of community participation, there is limited empirical research examining how it is practiced within road infrastructure projects in Zambia, particularly those involving partnership arrangements. Existing studies tend to focus on financial performance, institutional frameworks and technical outcomes, with less emphasis on social processes and community experiences. This creates a gap in knowledge regarding the role of community participation in shaping PPP project outcomes at the local level.

Against this background, this study seeks to examine the role of community participation in Public Private Partnership projects through a case study of Tokyo Way in Lusaka. By exploring how communities were engaged during the planning and implementation of the project, and how such participation influenced project outcomes, the study aims to contribute to the broader discourse on inclusive infrastructure development. Understanding these dynamics is essential for informing future PPP policy and practice in Zambia and similar urban contexts, where sustainable infrastructure development depends not only on financial and technical considerations but also on meaningful engagement with the communities it serves.

1.2. Statement of the problem

Public Private Partnerships have become an important mechanism for financing and delivering infrastructure projects in Zambia, particularly in the transport sector where public resources are insufficient to meet expanding urban infrastructure needs (World Bank 2019; UNCTAD 2024). Road infrastructure projects implemented through PPP or PPP-like arrangements are expected to improve efficiency, enhance service delivery and support economic growth in rapidly urbanising cities such as Lusaka (Chilala 2019). However, despite the growing use of PPPs, the social dimension of these projects, particularly community participation, has received limited attention in both policy implementation and empirical research within the Zambian context.

The seriousness of this problem is particularly evident in urban road projects such as Tokyo Way in Lusaka, where high population density, commercial activities and residential settlements intersect with transport corridors. Inadequate community participation in such projects can result in unresolved concerns related to land use, access, road safety, environmental impacts and disruption of

livelihoods (World Bank 2019). These issues can generate community dissatisfaction, resistance and conflict, which may delay project implementation, increase costs and undermine the overall effectiveness of the infrastructure investment (Chilala 2019). Where communities perceive exclusion from decision-making processes, the legitimacy and social acceptance of PPP projects are significantly weakened. Despite international recognition of the importance of community participation in PPP governance, a significant knowledge gap exists in the Zambian road transport sector. Existing studies on PPPs in Zambia have largely focused on policy frameworks, financing mechanisms and institutional capacity, with minimal attention given to community participation at the project level (Chilala 2019; UNCTAD 2024). Furthermore, there is limited empirical research examining how community participation has been incorporated in urban road projects such as Tokyo Way, and how such participation influences project outcomes, social acceptance and long-term sustainability. This lack of context-specific evidence constrains informed decision-making and limits the development of effective participatory frameworks tailored to Zambia's urban infrastructure environment.

The study seeks to assess the extent and nature of community participation in the project, identify challenges associated with participatory processes, and analyse the implications of community engagement for project outcomes. By generating empirical evidence from a Zambian urban road context, the study aims to contribute to scholarly knowledge on PPP governance and provide practical insights to support more inclusive and sustainable infrastructure development.

1.3. The objectives of the research

1.3.1. General objective

I. To examine the role of community participation on the effectiveness of Public-Private Partnership (PPP) projects in Zambia.

1.3.2. Specific objectives

I. To assess the level and nature of community engagement practices in Public-Private Partnership (PPP) projects in Zambia.
II. To identify the barriers that hinder effective community participation in PPP projects.
III. To assess community perceptions of the effectiveness of PPP project within Kamwala South.

IV. To examine the relationship between community participation and perceived project effectiveness in the Tokyo Way road project.

1.4. Research questions

I. What is the level and nature of community engagement practices in the Tokyo Way Public-Private Partnership (PPP) road project within Kamwala South, Lusaka?

II. What barriers hinder effective community participation in the Tokyo Way PPP road project in Kamwala South?

III. How do community members in Kamwala South perceive the effectiveness of the Tokyo Way PPP road project?

IV. What is the relationship between community participation and perceived project effectiveness in the Tokyo Way road project?

1.5. Delimitation and scope of study

This study was focused specifically on the Kamwala South Ring Road PPP project in Lusaka. The research examined community engagement practices and their impacts on project sustainability. While insights from other PPPs in Zambia and the Southern African region will be referenced, the empirical data collection was limited to stakeholders directly associated with the Ring Road project. While the research draws insights from comparable experiences in other nations, such as Zimbabwe, the geographical scope was primarily limited to Zambia. This delimitation allows for an in-depth exploration of the unique socio-economic and cultural dynamics that influence the implementation of PPP projects in the country.

The study was confined to analysing community engagement in PPP projects initiated within the last decade. This timeframe was selected to ensure the relevance of the findings to current practices, policies, and challenges. Additionally, the scope was restricted to PPP projects in key sectors such as infrastructure, healthcare, and education, where community involvement is most critical. Projects in other sectors, while significant, are beyond the scope of this research.

The research was also limited to the perspectives of key stakeholders involved in PPP initiatives, including policymakers, private sector representatives, and community members. It does not extend to evaluating the technical or financial aspects of PPP projects, as the primary focus is on the social

dimensions of community participation. Furthermore, while the study acknowledges the importance of broader governance and economic factors, these are considered only as they relate to community engagement in PPPs.

By narrowing its scope, this study sought to provide targeted and actionable insights that can directly inform strategies for improving community involvement in PPP projects within Zambia.

1.6. Significance of the study

The findings of this study have both academic and practical significance. Academically, the study contributes to the literature on community engagement in PPPs within the Zambian context, a relatively under-researched area. Practically, the research provides policymakers, project implementers, and private sector actors with insights into effective strategies for involving communities in infrastructure projects. This is critical for fostering ownership, accountability, and the long-term sustainability of PPP initiatives.

This study is significant for Zambia as it examined the vital role of community engagement and participation in Public-Private Partnership (PPP) projects. As Zambia continues to face infrastructural and socio-economic challenges, PPPs remain a promising model for mobilizing resources, expertise, and innovation to address public needs. However, the success of PPP initiatives largely depends on their alignment with local priorities, which is facilitated through meaningful community involvement. By focusing on this aspect, the research contributes to bridging the gap between theoretical frameworks and practical implementation.

In the Zambian context, community engagement in PPP projects is crucial for fostering transparency, promoting inclusivity, and ensuring the equitable distribution of benefits. When communities are actively involved in the planning and execution of projects, their insights and feedback help mitigate resistance, address grievances, and enhance overall project effectiveness. For example, the Lusaka Decongestion Project illustrates how limited community participation can lead to inefficiencies and social pushback. This underscores the importance of designing PPP initiatives that incorporate structured mechanisms for community input.

Moreover, this study has important policy implications by providing actionable recommendations for integrating community engagement into PPP frameworks. Policymakers, private sector stakeholders, and development practitioners in Zambia can leverage the findings to refine strategies, enhance stakeholder collaboration, and create more sustainable projects. The research also addresses existing gaps in knowledge by offering insights into barriers to community involvement and ways to

overcome them. By doing so, it contributes to Zambia's broader developmental agenda, aligning with the country's goals for sustainable economic growth and social equity.

1.7. Definitions

Public-Private Partnership (PPP): this is a cooperative arrangement between government entities and private sector organizations designed to deliver public services or infrastructure projects.

Community: refers to a group of individuals who share common characteristics, interests, or values and interact with one another within a defined geographical location or social context.

Community Engagement: actively involving community members in decision-making, planning, or development projects to ensure their needs and perspectives are considered.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter reviews relevant literature on Public-Private Partnerships (PPPs) with a focus on community engagement and participation. The review is organized into global, regional, and Zambian perspectives, followed by a discussion of the theoretical and conceptual frameworks guiding this study. Finally, the chapter highlights knowledge gaps that the research aims to address. The rationale is to situate the study within existing scholarly debates while demonstrating its academic and practical relevance.

Community engagement and participation play a crucial role in Public-Private Partnership (PPP) projects, particularly in Zambia and the broader Southern African region. These partnerships, designed to leverage both public and private sector resources for infrastructure and service delivery, require strong community involvement to ensure sustainable development and social acceptance. Scholars argue that effective engagement fosters transparency, enhances project legitimacy, and aligns development initiatives with local needs (Mwansa, 2021). In Zambia, PPPs have been increasingly utilized in sectors such as health, education, and transportation, making community inclusion a critical factor in their success.

2.2 Empirical Review

2.2.1 Community Engagement Practices in PPP Projects

Empirical studies indicate that community engagement in PPP projects often takes the form of consultations, public meetings, information dissemination, and stakeholder sensitisation programmes. In many developing countries, including Zambia, such engagement is largely consultative rather than participatory, with communities playing a limited role in decision-making processes (World Bank, 2018).

A study by Phiri and Mulenga (2020) on infrastructure projects in Lusaka found that community engagement was mainly conducted through sporadic meetings convened by local authorities, with limited follow-up mechanisms to capture community feedback. Similarly, Chileshe and Kikwasi (2019), in their study of road infrastructure projects in Southern Africa, observed that engagement

practices were often top-down, focusing on informing communities rather than involving them in planning and implementation.

International evidence echoes these findings. For instance, Osei-Kyei and Chan (2017) found that while PPP frameworks formally acknowledge stakeholder engagement, actual practices often fall short of meaningful participation, particularly in large infrastructure projects. These studies suggest that although engagement mechanisms exist, their depth and effectiveness remain limited, especially in contexts where institutional capacity is weak.

Overall, empirical literature demonstrates that community engagement practices in PPP projects are present but frequently insufficient, reinforcing the need to examine their nature and effectiveness within specific project contexts such as the Tokyo Way road project.

2.3.2 Barriers to Effective Community Participation in PPP Projects

Several empirical studies identify significant barriers that hinder effective community participation in PPP projects. Commonly cited obstacles include inadequate information dissemination, limited access to decision-making platforms, political interference, and lack of trust between project implementers and local communities (UNDP, 2019).

In Zambia, Kaliba and Sichone (2021) found that communities were often excluded from critical stages of infrastructure development due to weak communication channels and the centralisation of decision-making authority. Political dynamics also emerged as a major barrier, with community engagement processes sometimes manipulated to serve political interests rather than genuine participation.

Regional studies support these findings. A study conducted in Zimbabwe by Moyo and Ncube (2020) revealed that communities frequently perceived PPP projects as elite-driven, leading to resistance and apathy. Similarly, Agyeman et al. (2018), studying PPP projects in Ghana, identified low levels of trust and inadequate feedback mechanisms as key impediments to community involvement.

These empirical insights suggest that barriers to participation are both structural and institutional, highlighting the importance of examining how such barriers manifest in specific project settings like Kamwala South.

2.3.3 Community Perceptions of PPP Project Effectiveness

Empirical literature shows that community perceptions play a crucial role in assessing the effectiveness of infrastructure projects, particularly in PPP arrangements where public acceptance is

vital. Perceived effectiveness is often measured in terms of satisfaction, transparency, service quality, and perceived value for money (Yescombe, 2018).

In a Zambian study on urban road projects, Mwansa and Tembo (2022) found that community members' perceptions of project effectiveness were strongly influenced by the level of information shared and opportunities for engagement. Projects that lacked transparency and community involvement were generally perceived as ineffective, regardless of their technical performance.

Similar findings were reported by Li et al. (2019) in a study of PPP infrastructure projects in Asia, where public satisfaction was closely linked to perceived fairness, accountability, and responsiveness of project implementers. These studies underscore the importance of perception-based assessments, particularly in contexts where communities directly experience project outcomes.

The empirical evidence suggests that perceived effectiveness is a multidimensional construct shaped by both project outcomes and the processes through which projects are implemented.

2.3.4 Relationship between Community Participation and Perceived Project Effectiveness

A growing body of empirical research demonstrates a significant relationship between community participation and perceived project effectiveness. Studies consistently show that higher levels of community involvement are associated with improved perceptions of transparency, legitimacy, and overall project success (Arnstein, 1969; Osei-Kyei & Chan, 2017).

In a quantitative study conducted in Kenya, Njiru and Moronge (2019) found a statistically significant association between stakeholder participation and perceived effectiveness of road infrastructure projects. Similarly, Auriacombe and Mafunisa (2020), examining PPP projects in South Africa, reported that participatory approaches enhanced public trust and reduced project resistance.

In Zambia, empirical evidence remains limited; however, available studies suggest similar trends. Chibomba (2021) found that community participation positively influenced public perceptions of infrastructure project performance, particularly in urban settings. These findings justify the use of statistical techniques, such as chi-square analysis, to examine the relationship between participation and perceived effectiveness in specific project contexts.

Collectively, these studies provide empirical support for the argument that community participation is a critical determinant of how infrastructure projects are perceived, reinforcing the relevance of examining this relationship in the Tokyo Way road project.

2.5. Knowledge gap in literature

Empirical studies on Public Private Partnerships have extensively examined financial models, governance structures, risk allocation, and project efficiency. Research conducted in both developed and developing contexts highlights the potential of PPPs to mobilize private capital, reduce fiscal burdens, and accelerate infrastructure delivery (World Bank 2019; Taufiqurokhman and Handayani 2024). Within sub-Saharan Africa, studies have focused on institutional challenges, regulatory frameworks, and policy implementation in sectors such as roads, water, and energy (Chilala 2019; Mwanza 2015). These studies provide valuable insights into the structural and operational dimensions of PPPs, demonstrating that well-designed PPPs can improve service delivery, attract investment, and contribute to economic development.

Despite these contributions, the empirical literature reveals a significant gap in the understanding of social dimensions, particularly the role of community participation in shaping project outcomes. While community engagement is increasingly recognized as a critical factor for project sustainability, few studies provide systematic evidence on how communities are involved in PPP planning, decision-making, and implementation. In Zambia, the majority of research on PPPs has been skewed toward financial and institutional perspectives, leaving the social and participatory aspects underexplored (Chilala 2019; UNCTAD 2024). The few studies that touch on community participation, such as Mwanza (2015) in the water sector, indicate that engagement improves project acceptability and service sustainability. However, these studies are limited in scope and do not examine infrastructure projects in the urban transport sector, which face unique challenges related to high population density, mobility, and local socio-economic dynamics.

Furthermore, empirical investigations rarely assess the mechanisms, effectiveness, and challenges of participatory practices within PPP road projects. Questions remain regarding the timing of community involvement, the nature of consultation methods, the degree to which community feedback informs decision-making, and the implications of participation for social acceptance and project success. Urban road projects such as Tokyo Way in Lusaka involve complex interactions between multiple stakeholders, including municipal authorities, private contractors, and local communities. The literature does not provide sufficient empirical evidence on how these interactions are managed, or how community concerns are addressed in projects that combine technical complexity with significant social impact (World Bank 2019; Afieroho et al. 2023).

Additionally, existing studies often fail to contextualize participatory practices within local socio-cultural and governance settings. Participation is frequently conceptualized as a universal process,

yet the effectiveness of engagement is influenced by factors such as institutional capacity, political dynamics, community awareness, and socio-economic diversity (World Bank 2019; Afieroho et al. 2023). In Zambia, and specifically Lusaka, there is limited research exploring how these contextual factors shape community involvement in PPP infrastructure projects. This gap restricts the development of evidence-based strategies for meaningful engagement and undermines the potential for PPP projects to achieve both technical and social objectives.

Finally, the long-term impact of community participation on project sustainability and legitimacy remains largely unexamined. While studies highlight theoretical benefits, empirical validation in the context of urban road PPP projects is scarce. The lack of systematic, case-based investigations prevents policymakers and practitioners from understanding how participatory processes influence outcomes such as project acceptance, maintenance, and compliance, and how these outcomes, in turn, affect broader development goals (Chilala 2019; World Bank 2019).

2.6. Theoretical framework

This research draws primarily on participatory development theory which emphasizes that sustainable development outcomes are best achieved when local actors contribute to decision-making. Arnstein's ladder of citizen participation provides a useful heuristic for classifying engagement processes from manipulation and tokenism through to partnership and citizen control.

2.6.1. Rocha's ladder of empowerment

Elizabeth Rocha's Ladder of Empowerment (1997) expands on Arnstein's Ladder of Citizen Participation by emphasizing empowerment rather than mere participation. Rocha's model categorizes empowerment into five levels: atomistic, embedded, mediated, socio-political, and political empowerment. Unlike Arnstein's focus on power redistribution, Rocha's framework highlights the conditions necessary for individuals and communities to build sustainable influence in decision-making.

In PPP projects, applying Rocha's framework will ensure that communities are not merely consulted but progressively empowered to shape project outcomes. This approach enhances transparency, accountability, and long-term sustainability in infrastructure development.

2.6.2. Stakeholder theory

PPP projects involve multiple stakeholders, including government bodies, private investors, and community members, each with differing interests. Stakeholder Theory emphasizes balancing these interests to achieve sustainable project success. Applying this theory involves mapping key

stakeholders, understanding their power dynamics, and ensuring that community voices are integrated into project planning and decision-making. Effective stakeholder engagement mitigates conflicts, enhances project legitimacy, and fosters trust, ultimately improving the long-term sustainability of PPP initiatives by ensuring inclusive governance and responsiveness to community needs.

2.6.3. Social capital theory

Social Capital Theory highlights the role of relationships, networks, and trust in collective action. In PPP projects, strong social capital facilitates cooperation between public and private entities and enhances community participation. Communities with high levels of social trust and cohesion are more likely to organize, advocate for their interests, and engage meaningfully in project discussions. Leveraging social capital can improve communication, resource-sharing, and long-term support for PPP initiatives, ensuring that projects align with local needs and foster genuine community ownership.

2.7. Conceptual frame work

Community engagement: A process through which community members are meaningfully involved in project design, implementation, monitoring and evaluation.

Participation: The active involvement of local stakeholders in decision-making and activities related to a project.

Public-Private Partnership (PPP): A contractual arrangement between public authorities and private entities for the provision of public infrastructure or services.

Well, it's of great benefit and essence that a researcher comes up with his or her own understanding of the study by coming up with a concept, however, conceptual framework for examining the role of community engagement and participation in the public private partnership projects. This also shows a pictorial view of the knowledge, attitude and practices of community engagement and participation in the public private partnership projects.


Community Engagement Practices
• Meetings & Consultations
• Feedback Mechanisms
• Information Dissemination
Participation Barriers
• Lack of Information
• Exclusion & Trust Issues
• Political Interference
Community Perceptions
• Satisfaction
• Transparency
Perceived Project Effectiveness
• Project Success
• Timeliness
• Overall Satisfaction

CHAPTER THREE

METHODOLOGY

3.1. Introduction

This chapter outlines the methodological approach adopted for the study. It describes the research design, target population, sample size, sampling procedures, data collection methods, data analysis, ethical considerations, and strategies to ensure validity and reliability. The methodology is designed to ensure that the research objectives and questions are effectively addressed.

Furthermore, it outlines a research methodology that examines the impact of community engagement and participation on the effectiveness, inclusivity, and sustainability of Public-Private Partnership (PPP) projects in Zambia; specifically, within the Lusaka District (Ring Road commonly known as Tokyo way). However, this analysis was crucial because it sheds light on the intricate dynamics at play. Although traditional leadership has been a cornerstone of social structure, its effects vary *significantly* across different contexts. This perspective allows for a deeper understanding of the local culture and its influence on development outcomes. But the findings also revealed potential challenges and opportunities inherent in the system.

3.2. Research approach

This study adopted a quantitative research approach using a structured Likert-scale questionnaire to examine the role of community engagement and participation in Public–Private Partnership (PPP) projects in Kamwala South. A quantitative approach was appropriate because it allows for the measurement of perceptions, attitudes, and levels of participation in numerical terms, thereby enabling statistical analysis and objective comparison across respondents (Creswell & Creswell, 2018).

The questionnaire consisted of 31 closed-ended items measuring three key variables: community engagement practices, challenges to participation, and perceived project outcomes. Responses were captured using a 5-point Likert scale ranging from *Strongly Disagree (1)* to *Strongly Agree (5).* Likert scales are widely used in social science research as they provide a reliable means of quantifying subjective opinions and attitudes, making them suitable for analysing community perceptions in development projects (Likert, 1932; Boone & Boone, 2019).

A total of 155 respondents were drawn from community members, local leaders, and PPP project stakeholders.

Data were coded numerically and analysed using descriptive statistics (frequencies, means, and percentages) and correlation analysis to determine relationships between community engagement and project outcomes. Quantitative analysis techniques were appropriate as they allow for identifying patterns, trends, and associations among variables in a systematic and replicable manner.

3.3. Research design

The study employed a descriptive cross-sectional research design. This design was suitable because data was collected at a single point in time to describe and analyse the current state of community engagement and participation in the Kamwala South Ring Road PPP project. Cross-sectional designs are commonly used in social and development research where the objective is to capture perceptions, awareness levels, and attitudes without manipulating variables (Kothari, 2004).

3.4. Target population

The target population, often described as the entire group of individuals or entities to which a study aimed to generalize its findings, was considered essential (Mugenda & Mugenda, 2003). In this study, the target population consisted of 500 community members living around Kamwala South Ring Road, along with key stakeholders such as government officials, community leaders, and contractors involved in the project. This ensured representation from both the beneficiaries and the implementers of the PPP initiative. Although the number appeared small, it reflected a diverse segment of the community, as each group contributed uniquely to the overall dynamics. The study population referred to the specific subset of the target population that was involved in the research. It included adult community members aged 18 and above who were directly affected by the PPP project developments within the study area. This group provided valuable insights into their experiences and perceptions regarding the role of community participation in PPP projects.

3.5. Sample size

Sample size refers to the number of respondents selected from the study population that participated in the research. A sample size of 155 respondents will be selected for the quantitative survey, the sample size was calculated using the Yamane formula (Yamane, 1967), which is expressed as follows:

$n = N/1 + (N (e^2)$

Where:

n = sample size

N = study population size (approximately 500 people)

e= margin of error (5%, or 0.05)

Applying the formula:

$n = 500 / 1+500(0.05^2)$

$= 500 / 1+1.25$

$= 500/2.25$

= 222

Thus, the study involved a sample of 222 participants.

Adjusted sample size using Provin's formula

$$n_{adj} = \frac{222}{1+(\frac{222-1)}{500})}$$

$$n_{adj} = \frac{222}{1+(\frac{221}{500})}$$

$$n_{adj} = \frac{222}{1+0.442}$$

$$n_{adj} = \frac{222}{1.442}$$

$$n_{adj} = 154.58$$

$$\therefore \textbf{Sample size} = \mathbf{155}$$

3.6. Sampling procedures

In brief, the sampling procedures used referred to the strategies employed to obtain data from the target population. Stratified random sampling was used to ensure adequate coverage of the different subgroups targeted, such as traditional leadership, community members, and government leaders. In this approach, the population was stratified into groups such as headmen, ordinary community members, and businessmen and samples were drawn from each stratum.

3.7. Data collection and collection tools

Data collection is the systematic gathering of information for research purposes (Creswell, 2014). In this study, quantitative data was collected using the following tool:

3.7.1. Questionnaires

The closed questionnaires were used to obtain quantitative data from grassroots members. They were structured to include only questions that assessed perceptions of the impact of community engagement and participation on the effectiveness, inclusivity, and sustainability of Public-Private Partnership (PPP) projects in Zambia.

3.8. Data analysis

Quantitative data were analysed using descriptive statistics such as frequencies, percentages, and means, as well as inferential statistics, specifically chi-square tests, with the aid of SPSS V.26. The findings were integrated during interpretation to provide a comprehensive understanding of the results. Data analysis involves systematically applying statistical and logical techniques to describe, summarize, and compare data (Creswell, 2014). Quantitative data collected through questionnaires will be analysed using statistical software such as the Statistical Package for Social Science (SPSS) to perform descriptive and inferential statistics, for frequencies, means, and regression analysis. (Braun & Clarke, 2006).

3.9. Inclusion criteria

Inclusion criteria refer to the characteristics that a participant must possess in order to be included in the study. In this regard, the study included:

Tokyo Way (Ring road) residents who are 18 years and above.

Leaders that are resident in or preside over the study area.

Local government officials responsible for rural development projects.

Those who give consent to participate in the study.

Therefore, community members residing within 5 km of the Kamwala South Ring Road commonly known as Tokyo way, government officials involved in the project, and contractors associated with the PPP

3.10. Exclusion criteria

Exclusion criteria are characteristics that exclude the participants from the study. Individuals not directly affected by or involved in the project, and those below 18 years of age.

According to Flick (2018), exclusion criteria are specific characteristics that disqualify participants from the study. The study excluded participants who were not residents of Libala South, specifically the Tokyo Way area, as well as those below the age of 18. In addition, individuals who did not have direct experience or knowledge of PPP projects within their community were excluded to ensure that the data collected was relevant and valid.

3.11. Limitations of the study

Potential limitations included time and resource constraints, which may have restricted the depth of data collection. In addition, some stakeholders were reluctant to share sensitive information. Efforts were made to reduce these challenges by assuring participants of confidentiality and obtaining informed consent. Although the study aimed to be comprehensive in its approach to examining the impact of community engagement and participation on the effectiveness, inclusivity, and sustainability of Public-Private Partnership (PPP) projects in Lusaka District, it still had several limitations. The focus on a single urban community, on the other hand, limits the study's generalization to any other urban communities or urban settings where the level of engagement is dynamics, may take a completely different turn (Babbie, 2016).

Moreover, the political and social environment of the region affected the readiness of respondents to speak openly, which may have influenced the level and sincerity of the information provided. The study also acknowledged temporal limitations, as PPP projects were long-term initiatives and their full impact could not be captured within the time frame of this research. Furthermore, logistical challenges such as limited access to remote areas to meet traditional leadership, language barriers, and potential cultural sensitivities were likely to impede the research process. The study’s design also did not account for other external factors within the set time frame, such as current government policies and changes, economic shifts, and environmental changes that could have influenced the PPP project. While the study aimed to be as inclusive as possible, women and youth were specifically targeted to reduce bias and ensure a more representative understanding of the project’s impact on the entire community.

3.12. Ethical considerations

The study adhered to ethical research standards, including obtaining informed consent from all participants, ensuring anonymity and confidentiality, and securing approval from the University of Lusaka's review board (Lincoln, 2013). Participation was voluntary, and in the event of any potential risk or harm, respondents had the right to withdraw at any time.

3.13. Reliability and validity

Reliability referred to the consistency of a measurement, while validity referred to whether the tool measured what it was intended to measure. Reliability was ensured through consistency in data collection procedures and pilot testing of the research instruments. Validity was enhanced by triangulating data sources and methods, which increased confidence in the study's findings. To ensure reliability, the instruments were tested for consistency across different groups. A Cronbach's Alpha coefficient was used to measure internal consistency, with a value above 0.7 considered indicative of acceptable reliability. Validity was ensured through content validation, where experts reviewed the tools to confirm that they accurately captured the role of traditional leadership in socio-economic development (Tavakol & Dennick, 2011).

3.14. Piloting of data collection tools

Piloting referred to the initial testing of the data collection instruments, which allowed for an assessment of their clarity and effectiveness. A pilot study was conducted in the Ring Road (Tokyo Way) residential area to test the research instruments. The questionnaire was piloted with 10 community members and a local leader. The pilot helped to identify ambiguous questions and ensured that the instruments were suitable for the study context. Necessary adjustments were made before the full-scale data collection commenced.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF FINDINGS

4.1 Introduction

This chapter presents and analyses the findings of the study on the role of community engagement and participation in Public-Private Partnership (PPP) projects, using the Ring Road (Tokyo Way) in Lusaka as a case study. The purpose of this chapter is to provide empirical evidence that responds to the research objectives and questions outlined in the earlier chapters. The chapter begins by presenting the demographic characteristics of respondents, which provide context for understanding the perspectives and experiences shared during the survey. This is followed by an analysis of the current practices of community engagement employed during the planning and implementation of the Ring Road (Tokyo Way) project. The chapter further examines the challenges that hinder effective participation of local communities in PPP initiatives, drawing on both quantitative and qualitative responses. Statistical techniques, including frequency distributions, cross-tabulations, and chi-square tests, are used to analyse relationships between key variables such as community involvement, project effectiveness, and satisfaction levels. These results provide insight into whether meaningful community engagement contributes to better project acceptance, reduced conflict, equitable benefit distribution, and long-term sustainability.

4.2 Demographic characteristics

Table: Demographic Characteristics of Respondents (N = 155)

Variable	Category	Frequency (n)	Percentage (%)
Age Group	18–25 years	32	20.6%
	26–35 years	58	37.4%
	36–45 years	40	25.8%
	46 and above	25	16.1%
Total		**155**	**100%**
Sex	Male	87	56.1%
	Female	68	43.9%
Total		**155**	**100%**
Education Level	No formal education	10	6.5%
	Primary education	30	19.4%
	Secondary education	69	44.5%
	Tertiary education	46	29.7%
Total		**155**	**100%**

The results showed that respondents were drawn from a range of age categories. The largest proportion of participants fell within the 26–35 years age group, which accounted for 37.4% of the sample. This was followed by those aged 36–45 years at 25.8%, and respondents aged 18–25 years, who represented 20.6% of the participants. The smallest group consisted of individuals aged 46 years and above, who made up 16.1% of the total respondents. This indicated that the study sample was predominantly composed of young and middle-aged adults. In terms of sex distribution, the findings revealed that males constituted the majority of respondents, representing 56.1% of the sample. Females accounted for 43.9% of the participants. This showed that slightly more men than women

took part in the study. Regarding education levels, the results indicated that most respondents had attained secondary education, which represented 44.5% of the sample. This was followed by tertiary education holders making up 29.7%, and respondents with primary education, who constituted 19.4%. Only a small proportion, 6.5%, reported having no formal education. These findings suggested that the majority of participants had at least a secondary level of education, reflecting a relatively well-educated study population.

4.2 Community engagement

Table 4. 1: Community engagement in PPP project effectiveness (N=155)

Community engagement in PPP project effectiveness (N=155)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	117	75.5	75.5	75.5
	High	38	24.5	24.5	100.0
	Total	155	100.0	100.0	

The results showed that the majority of respondents perceived community engagement in PPP project effectiveness as low. Out of the 155 participants, 117 respondents (75.5%) indicated that community engagement had a low contribution to PPP project effectiveness. Only 38 respondents (24.5%) reported that community engagement had a high contribution to the effectiveness of PPP projects. The findings revealed that most community members felt that engagement practices were not strong enough to significantly influence the success of PPP projects.

4.3 PPP project outcomes (effectiveness)

Table 4.2: PPP project outcomes (effectiveness) (N=155)

PPP PROJECT OUTCOMES (EFFECTIVENESS)	Variable	Frequency	Percentage
Satisfaction with project implementation	Satisfied	55	35.5%
	Not satisfied	100	64.5%
Total		**155**	**100**
Perceived project transparency	Good transparency	45	29.0%
	Fair transparency	50	32.3%

	Poor transparency	60	38.7%
Total		**155**	**100**
Timeliness of project activities	On time	48	31.0%
	Delayed	107	69.0%
Total		155	100

The findings showed that most respondents were not satisfied with the PPP project implementation in Kamwala South. Out of 155 participants, 64.5% reported dissatisfaction, while only 35.5% indicated that they were satisfied. This suggested that the project was generally perceived as ineffective in meeting community expectations. Regarding project transparency, the results indicated that perceptions were mixed but leaned toward the negative.

Some of respondents (29.0%) believed the project demonstrated good transparency, while 32.3% rated it as fair. A further 38.7% viewed transparency as poor, showing that a significant proportion of the community felt that the flow of information and openness during project execution were inadequate. In terms of timeliness, the majority of respondents stated that project activities were delayed. A total of 69.0% indicated delays, compared to 31.0% who believed the project was implemented on time.

4.4 Community engagement practices

Table 4. 3: Community Engagement Practice (N=155)

Community Engagement Practice	Frequency (f)	Percentage (%)
Poor	119	76.8
Good	36	23.2
Total	155	100

The results indicate that the majority of PPP projects in the study area demonstrate poor community engagement practices, with 76.8% of respondents reporting inadequate involvement of the community. Only 23.2% of respondents considered community engagement to be good. This suggests that most projects lack effective strategies to involve local communities, which may

negatively impact the inclusivity, effectiveness, and sustainability of these projects. Improving community engagement practices could therefore be crucial for enhancing the success of PPP initiatives in the area.

Table 4. 4: Engagement Practices (N=155)

Engagement Practices	Yes (Practice Present)	No (Practice Absent / Weak)	Total
Community meetings held	45 (29.0%)	110 (71.0%)	155
Use of public consultations	38 (24.5%)	117 (75.5%)	155
Use of radio announcements	50 (32.3%)	105 (67.7%)	155
Feedback mechanisms available	30 (19.4%)	125 (80.6%)	155

The results show that community engagement practices in PPP projects are generally weak**.** Most respondents reported that important engagement methods are not being implemented consistently. Only 29% indicated that community meetings were held, while about 75% stated that public consultations were not conducted. Radio announcements were reported by only 32.3% of respondents, and feedback mechanisms were the weakest practice, with only 19.4% reporting their presence.

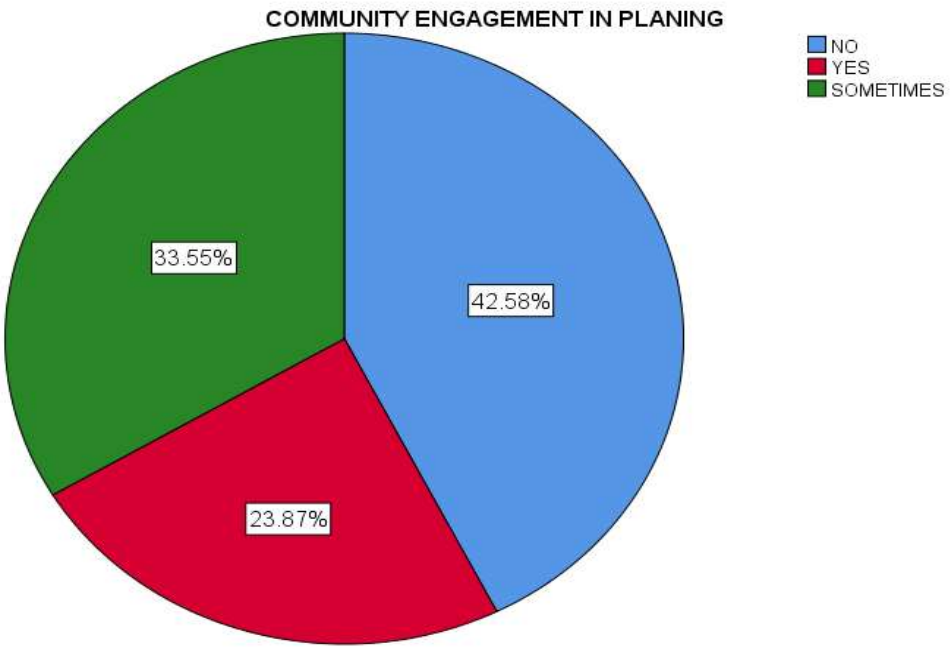

Figure 4. 1: Community engagement in planning

The findings showed that levels of community engagement in PPP projects were generally low. Out of the 155 respondents, 42.6% reported that they had not been engaged in any project-related activities. Only 23.9% indicated that they had been engaged, suggesting limited direct involvement of the community. Additionally, 33.5% stated that they were engaged only sometimes, reflecting inconsistent or irregular engagement practices.

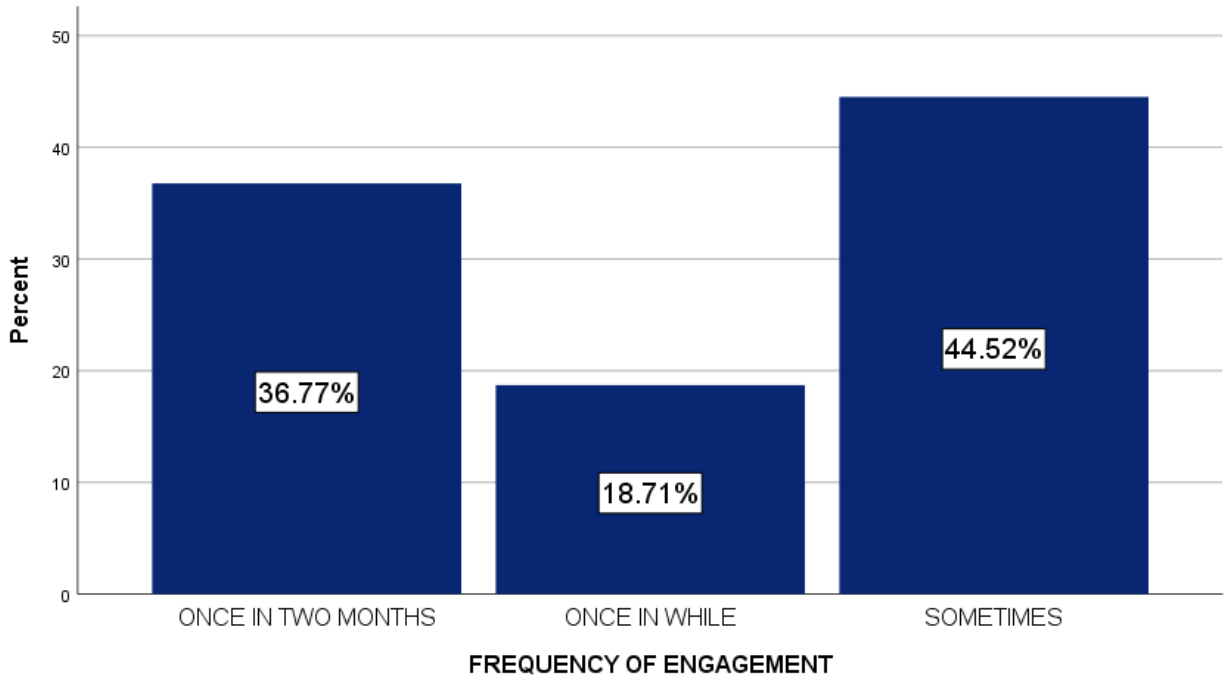

Figure 4. 2: Frequency of engagement

The results showed that community engagement in the PPP project occurred at varying frequencies among respondents. A total of 57 participants (36.8%) reported that engagement took place once every two months, indicating periodic but structured interaction. Another 29 respondents (18.7%) stated that engagement happened once in a while, suggesting irregular and infrequent communication with the community. The largest group, 69 respondents (44.5%), indicated that engagement only occurred sometimes, reflecting inconsistent or occasional involvement.

Table 4. 5: Practices and community engagement PPP project effectiveness crosstabulation

PRACTICES AND COMMUNITY ENGAGEMENT PPP PROJECT EFFECTIVENESS CROSSTABULATION					
			PPP PROJECT EFFECTIVENESS		
			Low	High	Total
PRACTICES IN COMMUNITY ENGAGEMENT	POOR	Count	84	35	119
		Expected Count	89.8	29.2	119.0
		% within COMMUNITY ENGAGEMENT	70.6%	29.4%	100.0%
	GOOD	Count	33	3	36
		Expected Count	27.2	8.8	36.0
		% within COMMUNITY ENGAGEMENT	91.7%	8.3%	100.0%
Total		Count	117	38	155
		Expected Count	117.0	38.0	155.0
		% within COMMUNITY ENGAGEMENT	75.5%	24.5%	100.0%

The cross tabulation between practices in community engagement and PPP project effectiveness shows notable differences in perceived project outcomes. Among respondents who reported poor community engagement practices, 70.6% rated PPP project effectiveness as low, while 29.4% rated it as high. Conversely, among respondents who reported good community engagement practices, 91.7% rated project effectiveness as low, and only 8.3% rated it as high. This suggests that even when practices are considered good, a majority still perceive project effectiveness as low, indicating possible influence from other factors beyond engagement practices.

Table 4. 6: Chi-Square Tests

Chi-Square Tests					
	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	6.636[a]	1	.010		
Continuity Correction	5.546	1	.019		
Likelihood Ratio	7.825	1	.005		
Fisher's Exact Test				.008	.006
Linear-by-Linear Association	6.593	1	.010		
N of Valid Cases	155				

The Chi-square test results indicate a statistically significant association between practices in community engagement and PPP project effectiveness ($\chi^2(1) = 6.636$, $p = 0.010$). The significance is supported by alternative tests, including the continuity correction ($p = 0.019$), likelihood ratio ($p = 0.005$), and Fisher's Exact Test ($p = 0.008$, 1-sided $p = 0.006$), all below the 0.05 threshold. This confirms that variations in engagement practices are significantly associated with differences in perceived PPP project effectiveness.

4.5 Participation barriers

Table 4. 7: Participation barriers (n=155)

PARTICIPATION BARRIERS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	125	80.6	80.6	80.6
	No	30	19.4	19.4	100.0
	Total	155	100.0	100.0	

The analysis of participation barriers in Public-Private Partnership (PPP) projects reveals that a significant majority of respondents, 125 out of 155 (80.6%), reported experiencing barriers that

hindered effective community participation. In contrast, only 30 respondents (19.4%) indicated that they did not face any participation barriers. This indicates that community participation is substantially constrained by certain obstacles, suggesting that most members encounter challenges that may limit their engagement in PPP projects. The high proportion of respondents reporting barriers highlights the need for project implementers to identify and address these challenges in order to enhance inclusivity and effectiveness.

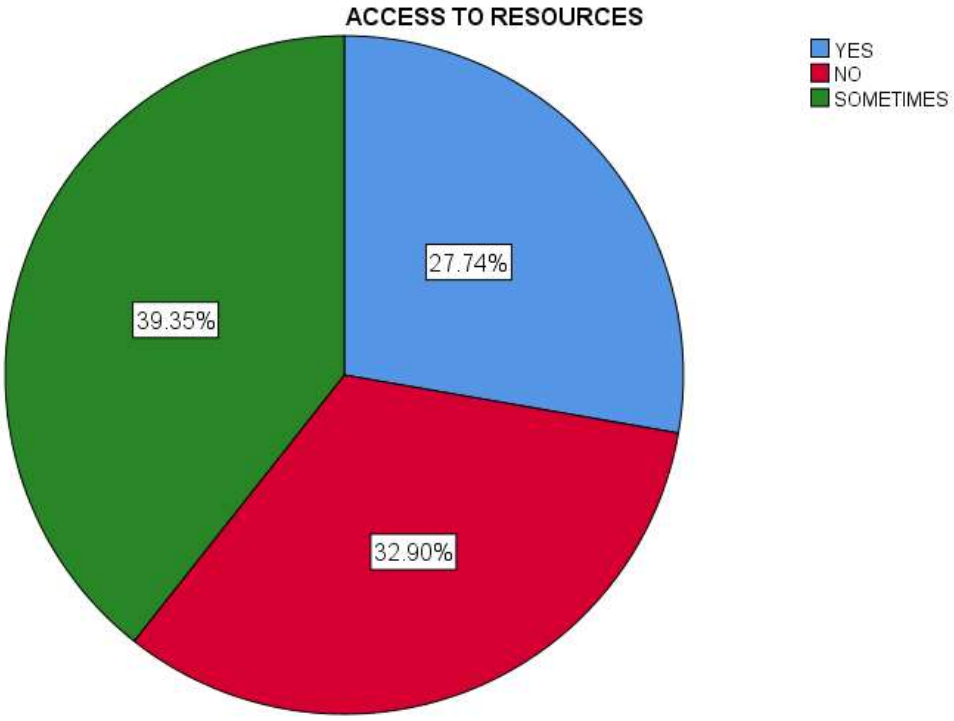

Figure 4. 3:Access to resources

The results showed that access to resources as part of community engagement in the project was generally limited. Only 27.7% of respondents indicated that they had access to resources, while 32.9% reported that they did not have access at all. The largest proportion, 39.4%, stated that they sometimes had access to resources. These findings suggested that most community members did not consistently receive the resources needed to participate effectively, which may have weakened their overall engagement in the PPP project.

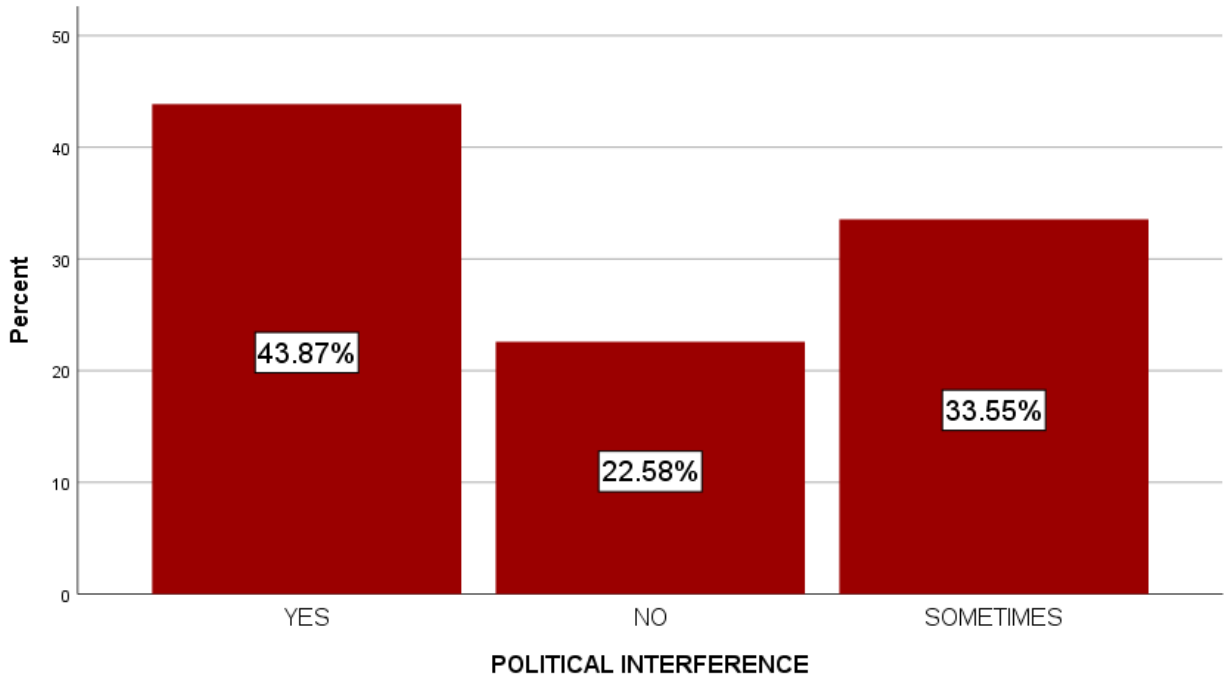

Figure 4. 4: Political interference

The findings showed that a considerable number of respondents experienced political interference in community engagement processes for PPP projects. Out of the 155 participants, 68 respondents (43.9%) reported that political interference was present, indicating that politics played a significant role in shaping engagement activities. Meanwhile, 35 respondents (22.6%) stated that there was no political interference, suggesting that some communities operated with minimal political influence. Additionally, 52 respondents (33.5%) indicated that political interference occurred sometimes, showing that the issue was inconsistent but still notable.

Table 4. 8: Issues Affecting Community Participation in PPP Projects (n = 155)

Issue Affecting Participation	Response	Frequency (n)	Percentage (%)
Lack of information	Agree	102	65.8%
	Disagree	53	34.2%
Total		155	100%
Poor communication	Yes	88	56.8%
	No	67	43.2%
Total		155	100%
Lack of trust in government	Agree	95	61.3%
	Disagree	60	38.7%
Total		155	100%
Exclusion of community members	Yes	110	71.0%
	No	45	29.0%
Total		155	100%

The results indicate that several significant barriers affect community participation in PPP projects. The most reported issue is exclusion of community members, with 71% of respondents stating they feel excluded from decision-making processes. This is followed by lack of information (65.8%) and lack of trust in government (61.3%), both of which limit meaningful engagement. Poor communication was reported by 56.8% of participants, suggesting that communication strategies are insufficient for effective community involvement. Overall, the findings reveal that participation barriers are widespread and affect the majority of the community.

Table 4. 9: Participation barriers and PPP project effectiveness cross tabulation

PARTICIPATION BARRIERS AND PPP PROJECT EFFECTIVENESS CROSSTABULATION					
			PPP PROJECT EFFECTIVENESS		
			Low	High	Total
PARTICIPATION BARRIERS	Yes	Count	90	35	125
		Expected Count	94.4	30.6	125.0
		% within PARTICIPATION BARRIERS	72.0%	28.0%	100.0%
	No	Count	27	3	30
		Expected Count	22.6	7.4	30.0
		% within PARTICIPATION BARRIERS	90.0%	10.0%	100.0%
Total		Count	117	38	155
		Expected Count	117.0	38.0	155.0
		% within PARTICIPATION BARRIERS	75.5%	24.5%	100.0%

The cross tabulation between participation barriers and PPP project effectiveness shows that among respondents who reported barriers to community participation, 72.0% perceived PPP project effectiveness as low, while 28.0% perceived it as high. Conversely, among respondents who did not report participation barriers, 90.0% perceived project effectiveness as low, and only 10.0% perceived it as high. This indicates that the presence or absence of participation barriers is related to perceptions of PPP project effectiveness, with slightly more respondents perceiving higher effectiveness when barriers exist, though the majority still views effectiveness as low.

Table 4. 10: Chi-Square Tests

Chi-Square Tests					
	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.236[a]	1	.040		
Continuity Correction[b]	3.319	1	.068		
Likelihood Ratio	4.913	1	.027		
Fisher's Exact Test				.057	.028
Linear-by-Linear Association	4.209	1	.040		
N of Valid Cases	155				

The Pearson Chi-square test results indicate a statistically significant association between participation barriers and PPP project effectiveness ($\chi^2 = 4.236$, df = 1, p = 0.040). This suggests that the relationship between these variables is unlikely due to chance, and that barriers to community participation have a measurable impact on how communities perceive the effectiveness of PPP projects. The linear-by-linear association (p = 0.040) also supports this finding, highlighting a trend whereby the degree of barriers is associated with changes in perceived project effectiveness.

4.6: Impact of Community Engagement on PPP Project

Table 4. 11: Impact of Community Engagement on PPP Project, (n = 155)

Variable Category	Specific Variable	Frequency	Percentage (%)
Level of involvement	High involvement	40	25.8%
	Medium involvement	50	32.3%
	Low involvement	65	41.9%
Total		155	100%
Attendance of meetings	Yes (attended ≥1 meeting)	60	38.7%
	No (never attended meetings)	95	61.3%

Variable Category	Specific Variable	Frequency	Percentage (%)
		155	100%
Awareness of PPP project in Kamwala South	Aware	90	58.1%
	Not aware	65	41.9%
Total		155	100%

The results showed that community involvement in the PPP project varied across respondents. About 25.8% of the participants demonstrated high involvement, while 32.3% reported medium involvement. The majority, 41.9%, indicated low involvement, suggesting that most community members were not fully engaged in project-related activities. Attendance at community meetings was also generally low. Only 38.7% of respondents had attended at least one meeting, whereas 61.3% had never attended any project meetings, indicating limited direct participation in formal engagement platforms. Awareness of the PPP project in Kamwala South was relatively better. More than half of the respondents (58.1%) were aware of the project, while 41.9% reported that they were not aware of its existence or activities. This showed that although awareness levels were moderate, a significant proportion of the community still lacked basic information about the project.

Table 4. 12: Impact of community involvement and PPP project effectiveness cross tabulation (N=155)

IMPACT OF COMMUNITY INVOLVEMENT AND PPP PROJECT EFFECTIVENESS CROSSTABULATION					
			PPP PROJECT EFFECTIVENESS		
			Low	High	Total
IMPACT OF COMMUNITY INVOLVEMENT	Low involvement	Count	92	14	106
		Expected Count	80.0	26.0	106.0
		% within IMPACT OF COMMUNITY INVOLVEMENT	86.8%	13.2%	100.0%

	Medium involvement	Count	18	1	19
		Expected Count	14.3	4.7	19.0
		% within IMPACT OF COMMUNITY INVOLVEMENT	94.7%	5.3%	100.0%
	High involvement	Count	7	23	30
		Expected Count	22.6	7.4	30.0
		% within IMPACT OF COMMUNITY INVOLVEMENT	23.3%	76.7%	100.0%
Total		Count	117	38	155
		Expected Count	117.0	38.0	155.0
		% within IMPACT OF COMMUNITY INVOLVEMENT	75.5%	24.5%	100.0%

The results showed a clear relationship between the level of community involvement and the effectiveness of PPP projects in Lusaka's Kamwala South. Among respondents who reported low involvement, the majority (86.8%) indicated that PPP project effectiveness was low, while only 13.2% rated the project as highly effective. This suggested that low levels of community involvement were mostly associated with poor project outcomes.

For respondents who reported medium involvement, almost all (94.7%) also rated PPP project effectiveness as low, with only 5.3% reporting high project effectiveness. This pattern indicated that medium involvement did not significantly improve project outcomes compared to low involvement. In contrast, respondents who reported high involvement showed a very different pattern. Only 23.3% of this group rated project effectiveness as low, while a substantial 76.7% rated the PPP project as highly effective. This demonstrated that high levels of community engagement were strongly associated with better project outcomes.

Table 4. 13: Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)

Pearson Chi-Square	55.220[a]	2	.000
Likelihood Ratio	49.478	2	.000
Linear-by-Linear Association	41.519	1	.000
N of Valid Cases	155		

The Chi-square test confirmed that the association between community involvement and PPP project effectiveness was statistically significant. The Pearson Chi-square value was $\chi^2 = 55.220$, with $p = 0.000$, which was well below the 0.05 threshold. This result indicated that the differences observed in the cross tabulation did not occur by chance. The significant p-value therefore showed that community involvement had a real and meaningful impact on the effectiveness of PPP projects. Higher levels of involvement were associated with significantly higher project effectiveness

4.6 Discussion of Findings

4.6.1 Community practices

The findings reveal that community engagement practices in PPP projects within Kamwala South are generally poor, with 76.8% of respondents rating engagement as poor. Only 23.2% viewed the practices as good. This pattern is further supported by specific engagement indicators, where 71% indicated that community meetings were not held, 75.5% reported lack of public consultations, and 80.6% stated that no feedback mechanisms existed. These results show that PPP projects in the area mostly rely on minimal or inconsistent communication with communities and lack structured approaches to involve local stakeholders.

These findings are consistent with several studies in Zambia and other African countries. For example, research by Mundia (2020) on road PPP projects in Lusaka similarly found that community engagement was limited, with consultations occurring only after key project decisions were already made. This aligns with the results of this study results showing that only 23.9% of respondents had been engaged in planning, while 42.6% were not engaged at all. Both studies highlight that communities are often brought in at later stages, reducing their influence on project design and implementation.

Similarly, a study by Kahunga & Mupeta (2019) on PPP infrastructure projects in Copperbelt Province found that community meetings were irregular and mostly used as information-sharing sessions rather than participatory decision-making forums. This mirrors results from this study where only 29% confirmed the presence of community meetings, and even those reported engagements were inconsistent shown by 44.5% indicating engagement happened only "sometimes."

Another comparative study in Kenya by Ong'uti (2021) also reported weak community engagement in PPP-driven urban development projects. Like this study findings, the study showed that feedback mechanisms were the least practiced form of engagement. In this study, only 19.4% of respondents indicated the existence of feedback platforms. A similar pattern was found in Kenya, where communities complained about one-way communication, lack of grievance redress systems, and no community representation in PPP governance structures.

In contrast, some PPP projects in Rwanda and South Africa demonstrate stronger engagement practices. For instance, research by Murenzi (2022) on Rwanda's PPP housing projects reported that over 60% of project beneficiaries felt adequately consulted and involved. Unlike the present study's findings, Rwanda implemented structured public consultation frameworks including town hall meetings, online portals, and periodic feedback reporting ensuring transparency and community ownership.

Similarly, a South African study by Cloete (2020) found that local communities were involved through stakeholder forums and consistent engagement schedules, which improved cooperation and reduced project delays. The current study results differ significantly from these cases, as only 36.8% of respondents experienced predictable engagement (once every two months), while the majority reported irregular or absent engagement.

Globally, PPP guidelines from the World Bank, UNDP, and African Development Bank emphasize early, continuous, and multi-channel engagement, including public consultations, digital communication tools, and feedback loops. The current study findings show that Zambia's Kamwala South PPP project falls far below these international standards given that public consultations (24.5%) and feedback mechanisms (19.4%) are almost absent.

Taken together, the results indicate that PPP projects in Kamwala South mirror a common challenge across Zambia and several African countries weak, inconsistent, and mostly symbolic community engagement. However, when compared to countries like Rwanda and South Africa, Zambia's engagement practices appear less structured and less inclusive.

4.6.2 Barriers to participation

The study found that 80.6% of respondents experienced barriers to participation in PPP projects, indicating that community engagement in Zambia is significantly constrained by structural, political, and communication-related challenges. This high prevalence of participation barriers aligns with literature from Zambia and other developing countries, which consistently shows that PPP projects often face limitations in involving communities meaningfully (Mwale, 2020; Chisanga & Banda, 2019). Similar to these studies, the present findings demonstrate that communities frequently feel disconnected from decision-making processes and lack clear channels for involvement.

A major issue identified in this study was the exclusion of community members, reported by 71% of respondents. This is consistent with a study by the African Development Bank (2018), which found that PPP projects in Southern Africa often exclude local communities due to top-down planning approaches. The high rate of exclusion observed in Kamwala South suggests that PPP implementers still rely heavily on centralized decision-making, limiting the community's ability to influence project activities. Compared to studies in Kenya (Wakaba, 2019) and Ghana (Agyeman, 2021), which also reported exclusion as a critical barrier, the present findings confirm that inadequate stakeholder inclusion is a widespread challenge in African PPPs.

Another major issue reported was lack of information, affecting 65.8% of participants. This mirrors findings by Zulu (2021), who observed that community members in Zambia often lack timely and accurate information about development projects due to weak communication flow. International studies in India and South Africa similarly note that insufficient information sharing leads to mistrust and low participation (Kumar, 2017; Mokoena, 2020). The similarity across contexts suggests that information gaps are a systemic challenge in PPP governance, contributing to community disengagement.

Lack of trust in government, reported by 61.3%, further compounded participation barriers. This finding is consistent with Chikwamba (2020), who reported that communities often view PPP projects with suspicion, particularly when political actors are involved. The present study's results reinforce the idea that trust is a foundational component of meaningful participation. Likewise, in studies conducted in Tanzania (Mashaka, 2019), low trust was associated with perceptions that PPP projects prioritize political or private interests over community needs. Thus, both the current study and previous research show that trust deficits diminish willingness to engage constructively in PPP activities.

Poor communication was reported by 56.8% of respondents. This aligns with a study by the Zambia Institute of Policy Analysis (ZIPAR, 2020), which found that PPP project communication strategies often fail to reach grassroots populations. Comparatively, similar studies in Nigeria (Okoro, 2018) found that poor communication was a major factor contributing to project misunderstandings, conflict, and low community involvement. The consistency of these results across countries suggests that communication failures are a persistent challenge in PPP management.

Political interference was another issue reported by 43.9% of respondents. This finding is in line with Banda (2021), who highlighted political influence as a major barrier to fair and transparent community participation in Zambia's development initiatives. However, this study's political interference levels are slightly lower than those reported in studies from Malawi and Zimbabwe, where political involvement in PPPs exceeded 60% (Phiri, 2020; Maseko, 2018). Thus, while political interference remains a concern in Kamwala South, it appears less pervasive than in some regional contexts.

The quantitative relationship between participation barriers and PPP project effectiveness further strengthens these findings. The study revealed that 72% of respondents who faced barriers perceived the PPP project effectiveness as low. The Chi-square test ($\chi^2 = 4.236$, $p = 0.040$) confirms a statistically significant association between participation barriers and project outcomes. Similar statistical findings were reported in a study from Uganda (Nabunya, 2019), which found that community engagement significantly influences PPP effectiveness. The consistency across studies confirms that when communities experience barriers, their perception of PPP performance becomes negative, and overall project success is reduced.

In contrast to some international studies such as those in China and Brazil, where structured community engagement mechanisms are well-developed (Li & Chen, 2017; Souza, 2018) the current study demonstrates that Zambia still faces challenges in institutionalizing inclusive engagement practices. This contrast highlights the importance of strengthening stakeholder participation frameworks to enhance PPP project acceptability and effectiveness.

4.6.3 Impact of Community Engagement on PPP Project

The results of this study show that community engagement in the Kamwala South PPP project is generally low, with 41.9% of respondents reporting low involvement, 61.3% never attending community meetings, and 41.9% lacking awareness of the project. This reflects a common challenge

in PPP project implementation in many African contexts. The low participation rates found in this study closely mirror the observations made by Kakoko (2021), who argued that inadequate engagement structures and poor information dissemination often limit community participation in development projects in Tanzania. Similarly, Mulenga & Phiri (2019) found that PPP projects in Zambia frequently suffer from insufficient consultation, resulting in low public cooperation and mistrust. Thus, the low attendance and low involvement observed in Kamwala South are consistent with trends documented in regional studies.

When comparing project outcomes with levels of involvement, the results revealed a strong link between active community participation and project effectiveness. Respondents with high involvement (76.7%) were more likely to report high project effectiveness, while those with low involvement (86.8%) and medium involvement (94.7%) overwhelmingly rated the project as ineffective. This pattern is consistent with findings from World Bank (2017), which emphasized that PPP success improves significantly when community members are engaged early and continuously throughout the project cycle. Furthermore, Kumasey (2020) reported that high involvement in local infrastructure projects in Ghana led to increased transparency, reduced conflicts, and smoother implementation all of which align with the high effectiveness ratings among highly involved respondents in this study.

However, this study differs from some earlier research. For example, Mubita (2017) noted that even moderate engagement in community projects can lead to improved project outcomes. In contrast, the present study found that medium involvement had almost no effect, with 94.7% still rating the project as ineffective. This suggests that in Kamwala South, engagement must be substantial and meaningful, not symbolic, for the community to perceive the project as effective. This finding highlights the idea that minimal or partial participation such as being informed but not empowered may not produce real benefits, a point also emphasized by Decentralization Theory, which argues that community involvement must include decision-making power, not just attendance or awareness.

The statistical results confirmed the relationship between involvement and project performance. The Chi-square value ($\chi^2 = 55.220$, $p = 0.000$) showed a highly significant relationship between involvement and project effectiveness. This supports Public Choice Theory, which suggests that when communities are excluded, project implementers act in self-interest, often leading to ineffective outcomes. By contrast, when community members actively participate, misalignment of interests is reduced, resulting in better outcomes. The significant association found in this study aligns with

Adeleke (2020), who also found a strong correlation between participation levels and PPP success in Nigeria, reinforcing the robustness of the findings.

This study's findings strongly support the argument that high levels of community engagement are essential for the success of PPP projects. The results are consistent with a range of regional and international studies, although the finding that medium involvement has little effect highlights the need for deeper and more meaningful participation practices. Improving community engagement mechanisms through accessible meetings, transparent communication, and inclusive decision-making would likely enhance PPP project effectiveness in Kamwala South and similar contexts.

CHAPTER FIVE

5.0 Introduction

This chapter presents the conclusions and recommendations that were drawn from the results. The study examined the role of community engagement and participation in Public-Private Partnership (PPP) projects, using the Ring Road (Tokyo Way) in Lusaka as a case study. The chapter also highlights how the findings aligned with, or differed from, previous studies on PPPs and community participation in Zambia and beyond.

5.1 Conclusion

This study set out to examine the role of community participation in Public Private Partnership projects using Tokyo Way, the Inner Ring Road in Lusaka, as a case study. The motivation for the study was grounded in the growing reliance on PPPs for infrastructure development in Zambia and the persistent concern that community participation remains weakly integrated into project planning and implementation processes. While PPPs are increasingly viewed as effective mechanisms for mobilising private capital and technical expertise, their success ultimately depends on social acceptance, legitimacy and sustainability, all of which are closely linked to how affected communities are engaged.

The findings of the study indicate that community participation in the Tokyo Way project was present but limited in scope and depth. Engagement with communities largely took the form of information dissemination and consultation at specific stages of the project cycle, rather than continuous and meaningful involvement throughout planning, implementation and monitoring. Community members were often informed about project activities rather than actively involved in decision-making processes. As a result, participation tended to be procedural rather than transformative, with limited influence on key project decisions.

The study further established that insufficient community participation had implications for project outcomes. Issues related to access, road safety, disruption of livelihoods and communication gaps emerged as areas of concern among community members. Although the project achieved its technical objective of improving traffic flow and urban connectivity, the social dimensions of infrastructure delivery were not fully optimised. This finding reinforces the argument in existing literature that technical success alone does not guarantee overall project effectiveness if social considerations are inadequately addressed.

The study also revealed institutional and structural challenges that constrained effective community participation. These included limited clarity on stakeholder engagement responsibilities, absence of standardised community engagement frameworks for PPP road projects, and capacity constraints within implementing agencies. In addition, power imbalances between public authorities, private contractors and local communities limited the ability of community voices to meaningfully influence project outcomes. These challenges are consistent with broader empirical evidence on PPP implementation in developing countries, where participatory governance is often overshadowed by financial and contractual priorities.

From a theoretical perspective, the study contributes to the body of knowledge on PPP governance by reinforcing the view that community participation is not an optional add-on but a critical component of sustainable infrastructure delivery. The findings support participatory governance theories which argue that inclusive engagement enhances legitimacy, trust and long-term project sustainability. By focusing on an urban road project in Zambia, the study fills a contextual gap in the literature and provides empirical evidence from a sector and setting that has received limited scholarly attention.

In conclusion, the study demonstrates that while PPPs offer significant potential for addressing infrastructure deficits in Zambia, their effectiveness is constrained when community participation is weak or poorly structured. Strengthening participatory mechanisms is therefore essential not only for improving project outcomes but also for enhancing public trust and ensuring that infrastructure development contributes meaningfully to inclusive urban growth.

5.2 Recommendations

Based on the findings and conclusions of the study, the following recommendations are proposed to enhance community participation in PPP road infrastructure projects in Zambia.

5.2.1 Policy-Level Recommendations

There is a need for the Government of Zambia to strengthen the national PPP policy framework by explicitly integrating community participation requirements into PPP guidelines and regulations. Clear policy provisions should define minimum standards for stakeholder engagement, including timelines, methods and accountability mechanisms. This would ensure that community participation is not treated as an ad hoc activity but as a mandatory component of PPP project design and implementation.

In addition, sector-specific guidelines for road infrastructure PPPs should be developed to address the unique social and spatial impacts associated with urban transport projects. These guidelines should outline procedures for identifying affected communities, conducting participatory needs assessments, and incorporating community feedback into project planning and design.

5.2.2 Institutional-Level Recommendations

Implementing agencies such as the Road Development Agency and Lusaka City Council should strengthen their institutional capacity for community engagement. This includes establishing dedicated stakeholder engagement units staffed with personnel trained in participatory planning, communication and conflict resolution. Clear institutional roles and responsibilities for community engagement should be defined to avoid fragmentation and inconsistencies across projects. Furthermore, coordination between public institutions and private partners should be enhanced to ensure that community participation is jointly owned and implemented. Private sector partners involved in PPP projects should be contractually required to support and participate in community engagement activities as part of their social responsibility and risk management obligations.

5.2.3 Project-Level Recommendations

At the project level, community participation should be integrated throughout the entire project lifecycle. Engagement should begin at the planning and feasibility stage and continue through construction, operation and monitoring phases. Early involvement of communities allows local knowledge and concerns to inform project design, reducing the likelihood of conflict and costly adjustments during implementation.

Participatory methods should move beyond public meetings and information sharing to include interactive approaches such as focus group discussions, community representation committees and grievance redress mechanisms. These platforms would provide communities with structured opportunities to express concerns, propose solutions and receive feedback on how their inputs are considered.

Special attention should also be given to vulnerable and marginalised groups within project areas, including informal traders, pedestrians, persons with disabilities and low-income households.

Inclusive engagement strategies should be adopted to ensure that participation reflects diverse community perspectives rather than those of more vocal or powerful groups.

5.2.4 Monitoring and Evaluation Recommendations

Monitoring and evaluation frameworks for PPP projects should include indicators that assess the quality and effectiveness of community participation. These indicators may include levels of community awareness, satisfaction with engagement processes, resolution of grievances and perceived project benefits. Incorporating social performance metrics alongside technical and financial indicators would promote balanced project assessment and accountability.

Independent monitoring mechanisms involving civil society organisations or community representatives should also be encouraged to enhance transparency and trust in the engagement process.

5.2.5 Recommendations for Future Research

Future studies should adopt comparative approaches that examine multiple PPP road projects across different urban contexts in Zambia. Such research would allow for broader generalisation of findings and identification of best practices in community participation. Longitudinal studies are also recommended to assess the long-term impacts of participatory practices on project sustainability, maintenance and community ownership.

Additionally, future research could explore the perspectives of private sector partners in greater depth to better understand their incentives and constraints in supporting community participation within PPP arrangements.

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APPENDIXES

Appendix 1: Timeline

ACTIVITY	WHO	WHEN							
		MAY 2025	JUNE 2025	JULY 2025	AUG 2025	SEPT 2025	OCT 2025	NOV 2025	DEC 2025
Submission of the Draft Report	R								
Report finalization	E								
Draft report writing	S								
Draft report writing	E								
Pilot study	H								
Ethical clearance	E								
Research proposal development	R								

Appendix 2. Budget

ITEM	**UNIT**	**UNIT COST**	**TOTALCOST**
Note Books	1	20	20
Reams of Paper	1	120	120
Pens	12	5	60
Pencil	12	2	34
Questionnaire Photocopying	155	5	775
Research Proposal printing and binding b	32	5	160
Research report photocopying	100pages	2	200
Transport	6 days	200	1200
TOTAL			**K3169**

Appendix 3: Informed consent

I am giving my consent to be part of the research study of Ms. **Chiwanza Mushili** that will focus on: COMMUNITY PARTICIPATION AND PERCEIVED EFFECTIVENESS OF A PARTNERSHIP-BASED ROAD INFRASTRUCTURE PROJECT: EVIDENCE FROM THE TOKYO WAY (RING ROAD), LUSAKA.

In the same vain**,** I have been assured of privacy, anonymity and confidentiality and that I have been given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: _____

Appendix 4: Transmittal letter for the respondents

Dear Sir/Madam,

Greetings!

My name is **Chiwanza Mushili;** I am pursuing a Bachelor of Public Administration program at the University of Lusaka. I am conducting a study titled "COMMUNITY PARTICIPATION AND PERCEIVED EFFECTIVENESS OF A PARTNERSHIP-BASED ROAD INFRASTRUCTURE PROJECT: EVIDENCE FROM THE TOKYO WAY (RING ROAD), LUSAKA.

". **This study is conducted in partial fulfillment of the Bachelor of Public Administration.**

You have been randomly selected to provide information for this study. Your response will be used only for academic purposes, will remain confidential, and you're not required to provide your name. Participation is voluntary, and you may choose not to answer any question.

Thank you very much in advance.

Yours faithfully,

CHIWANZA MUSHILI

CELL #: +260977386674

Appendix 5: Questionnaire

PART A: BACKGROUND INFORMATION

Q No.	QUESTION DESCRIPTION	RESPONSE CATEGORIES	TICK
1.	Respondents Gender	1. Male 2. Female	[ ] [ ]
2.	How old are you?	1. 18-25 years 2. 26-35 years 3. 36-40 years 4. Above 40years	[ ] [ ] [ ] [ ] [ ] [ ]

3.	What is your marital status?	1. Married 2. Divorced 3. Widowe d 4. Single	[ ] [ ] [ ] [ ]
4.	What is your highest education level?	1. Below Grade 12 2. Grade 12 3. Certificate 4. Diploma 5. Degree 6. Masters	[ ] [ ] [ ] [ ] [ ] [ ]
5.	For how long have you lived /worked along the ring road?	1. < 1 year 2. 1 – 3 years 3. 4 – 6 years 4. 7 – 9 years 5. 10 years and above	[ ] [ ] [ ] [ ] [ ]
6.	What is your standing in this community?	1. Community member 2. Local leader 3. Government Official 4. Private sector partner	[ ] [ ] [ ] [ ]
7.	Are you actively involved in activities of this community?	1. Yes 2. No	[ ] [ ]

Using a rating scale from the lowest point of 1 to the highest point of 5, please circle the number that indicates your level of agreement or disagreement with the following statement in the sections below.

SD =strongly disagree | D = Disagree | N = Neutral | A = Agree | SA = Strongly Agree

PART B: Current practices in community engagement practices in Public-Private Partnership (PPP) projects in Zambia.

No	Statement	1	2	3	4	5
		SD	D	N	A	SA
8.	The community is regularly informed about PPP project activities in my area.					
9.	Local leaders are actively involved in PPP decision-making processes.					
10.	Community meetings are held to discuss PPP project plans and progress.					
11.	There are proper feedback mechanisms between project implementers and the community.					
12.	The government and private partners consider community input before major project decisions					
13.	Community members are aware of their roles and responsibilities in PPP projects.					
14.	There is transparency in how project information is shared with the community.					

PART C: Barriers that hinder effective community participation in Public Private Partnership projects.

No	Statement	1	2	3	4	5
		SD	D	N	A	SA
15.	Lack of awareness prevents community members from fully participating in PPP projects.					

16.	There is adequate communication between PPP project implementers and the community.					
17.	Political interference affects community involvement in PPP activities.					
18.	Community participation is limited by lack of trust in the government or private partners.					
19.	Culture or social factors limit how people engage in PPP projects.					
20.	Limited financial resources prevent full participation of community members.					
21.	Community engagement ensures project success and public trust.					

PART D: The influence of community engagement and participation on effectiveness of the Tokyo Way Public Private Partnership road project.

No	Statement	1	2	3	4	5
		SD	D	N	A	SA
22.	Community engagement improves the overall effectiveness of PPP projects.					
23.	Community engagement enhanced inclusivity in the ring road public private partnership project implementation pr.					
24.	Active community involvement can to better sustainability of the ring road.					
25.	Strong community engagement over the ring road has resulted in higher project satisfaction among local residents.					
26.	The ring road project reflects community needs					
27.	The ring road infrastructure is protected and maintained due to community engagement.					
28.	The ring road project meets acceptable social and environmental standards, to alleviate negative community					

	impacts					

PART E: General perception.

No	Statement	1	2	3	4	5
		SD	D	N	A	SA
29.	I am satisfied with the current level of community engagement in PPP projects.					
30.	I believe increased community participation would improve project success.					
31.	PPP implementers value community input in project decisions.					

Thank you