INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - AUGUST 2025

PROGRAMME: BBA
YEAR/SEM: YEAR 3/SEMESTER 2
COURSE CODE: PAL 3205
NAME: PUBLIC PRIVATE PARTNERSHIPS

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Section. A is Compulsory

Question 1:

Case Study: PPP in Urban Waste Management

Background:

Jinja City entered into a 15-year PPP with EcoClean Ltd for solid waste management. The private partner was to invest in infrastructure and operate waste collection and recycling services. By the fifth year, citizens complained about uncollected garbage and increased service fees. EcoClean argued that delays in government payments for viability gap funding caused financial distress.

Questions:

i) Identify the contractual and financial risks in this PPP arrangement. (15 marks)

ii) What dispute resolution options are available to both parties? (10 marks)

iii) How can better performance monitoring mechanisms be built into future PPPs? (15 marks)

Question 2:

QUESTION TWO

Case Study: Hospital PPP Controversy

Background:

The Ministry of Health signed a PPP deal with Global Health Consortium to design, build, and operate a specialized referral hospital at Lweza, Makindye Ssabagabo. After three years of construction, media reports alleged corruption in procurement,

inflated costs, and substandard work. Civil society groups petitioned the court to stop further payments.

Questions:

i) Assess the governance challenges in this Public Private Partnership. (15 marks)

ii) How should the government respond to the allegations while protecting service continuity? (10 marks)

iii) What institutional controls should be established to prevent future issues? (15 marks)

SECTION B

Answer any THREE Questions

Question 1:

QUESTION.1

a) Define Public-Private Partnerships and explain their relevance in infrastructure development. (10 marks)

b) A local government considers a PPP for a public market redevelopment project but lacks a PPP unit. What are the key institutional capacity issues, and how should they be addressed? (10 marks)

Question 2:

QUESTION.2

a) Discuss five key success factors in implementing a PPP project in developing countries. (10 marks)

b) A private investor proposes a PPP for a transport terminal without a formal feasibility study. How should the public agency proceed? (10 marks)

Question 3:

QUESTION.3

a) Outline the main stages of the PPP project lifecycle and highlight the role of the public sector in each stage. (10 marks)

b) A dispute arises between the public and private partners over payment delays. How should this be managed under standard PPP contracts? (10 marks)

Question 4:

QUESTION.4

a) Explain the advantages and disadvantages of PPPs compared to traditional public procurement. (10 marks)

b) Civil society is resisting a water PPP project citing affordability concerns. How can stakeholder engagement be structured? (10 marks)

Question 5:

QUESTION.5

a) A PPP housing project is stalled due to unclear land ownership. What preliminary assessments should have been done? (10 marks)

b) Describe the composition of public private partnership committee (10 marks)

Question 6:

QUESTION.6

a) During project implementation, the private partner wants to change the technology originally agreed upon. What control procedures should apply? (10 marks)

b) Discuss the principles that govern public private partnership activities (10 marks)

Question 7:

QUESTION.7

a) A multinational firm withdraws from a PPP project due to foreign exchange risks. What mitigation tools could have been used? (10 marks)

b) Examine how value for money (VfM) assessments are conducted in PPP projects. (10 marks)

Question 8:

QUESTION.8

a) A PPP contract lacks clear termination clauses, and the private firm defaults. How can the public entity proceed legally? (10 marks)

Discuss the powers and functions of a public private partnership unit (10 marks)

Question 9:

QUESTION.9

a) The private operator of a health facility under PPP refuses to share performance data. What accountability mechanisms should be enforced? (10 marks)

b) Explain the purpose and application of Viability Gap Funding (VGF) in PPPs. (10 marks)

Question 10:

QUESTION.10

a) Discuss the models that can be applied in public private partnership projects (10 marks)

b) After commissioning, a PPP school facility is underutilized due to poor location. What lessons can be drawn for project design and demand risk assessment? (10 marks)

Question 11:

QUESTION.11

a) Explain the importance of risk allocation in PPPs and how poor allocation can lead to project failure. (10 marks)

b) Discuss the role of legal and regulatory frameworks in facilitating effective PPP arrangements. (10 marks)

Question 12:

QUESTION.12

a) Identify key challenges in monitoring and evaluating PPP project performance, and suggest solutions.

b) Assess the impact of stakeholder engagement on the sustainability and acceptance of PPP projects.