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SCHOOL OF JOURNALISM AND COMMUNICATION

PUBLIC PRIVATE PARTNERSHIP IN CITY DEVELOPMENT:

A STRATEGIC INTEGRATED COMMUNICATION

FRAMEWORK FOR SHEGER SMART CITY PROJECTS

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ACRONYMS AND ABBREVIATIONS

ADP:	Asian Development Bank
BOT:	Build-Operate-Transfer
CapEx:	Capital Expenditures
DBFO:	Build-Finance-Operate
FDI:	Foreign Direct Investment
FGD:	Focus Group Discussion
IC:	Integrated Communication
ICT:	Information Communication Technology
MOFEC:	Ministry of Finance and Economy
OpEx:	Operating Expenditure
PASDEP :	Accelerated and Sustainable Development to End poverty
PPC:	Public-private collaborations
PPP:	Public Private Partnership
PPPDG:	Public private Partnership Directorate General
SC:	Strategic Communication
SIC:	Strategic Integrated Communication
UN:	United Nations

ABSTRACT

This study investigates the enhancement of public-private collaboration in the development of the Sheger Smart City by proposing a comprehensive multi-stakeholder communication framework.

The research aims to identify critical communication gaps, evaluate their impact on collaboration among stakeholders, and analyze the challenges faced in attracting both domestic and international investors to the project. A mixed-methods approach was employed, engaging a diverse range of stakeholders, including representatives from the city administration, private investors, local communities, and regulatory bodies. Data collection methods comprised structured questionnaires, focus group discussions, and semi-structured interviews to gain a holistic understanding of the communication dynamics at play.

The findings reveal that the Sheger Smart City Project is plagued by significant communication challenges, characterized by unclear messaging, unreliable communication channels, and a lack of a well-defined strategic communication framework. These deficiencies have resulted in confusion, operational inefficiencies, and a notable decline in private sector engagement. Although the city administration has initiated several efforts to enhance communication—such as public engagement programs and overseas promotional visits—these measures have not sufficiently addressed the underlying communication gaps. Additionally, the project encounters difficulties in attracting investments due to factors including internal resistance to change, a shortage of skilled personnel, and a lack of clarity regarding the potential benefits associated with private sector involvement.

The absence of a dedicated communication strategy for public-private partnerships (PPPs) further exacerbates these issues, creating a disconnect between the city administration and potential investors. Contributing factors include information blackouts, untrustworthy communication channels, and a pervasive lack of transparency, all of which foster investor hesitation and reluctance to engage.

In response to these challenges, this study recommends the development of a robust communication framework tailored to the needs of the Sheger Smart City. This framework should encompass the establishment of a dedicated project website, the use of verified social media platforms, and proactive engagement through traditional media channels, such as community radio, television, and public forums. Furthermore, targeted training programs and workshops are essential to bridge existing skill gaps and build trust among stakeholders. Implementing this integrated communication strategy is expected to facilitate effective public-private partnerships, significantly enhance collaboration among stakeholders, and contribute to the overall success of the Sheger Smart City Project. This framework also aims to serve as a model for similar urban development initiatives in other contexts.

Keywords: *Public-private partnerships (PPP), city development, integrated communication framework, Sheger Smart City, stakeholder engagement, strategic communication.*

CHAPTER ONE

INTRODUCTION

1.1 Background

Urban centers globally are encountering substantial challenges due to rapid urbanization. The concept of "smart cities" has emerged as a solution to address these issues and elevate the quality of life for urban dwellers. As elucidated by Venkatesh et al. (2012), smart cities leverage data, technology, and innovation to enhance sustainability, efficiency, and overall well-being in urban environments. However, the implementation of smart city initiatives often necessitates significant upfront financial investments that exceed the capabilities of public budgets alone (https://intersector.com/partnership_type/public_private_partnership/).

A smart city project endeavors to utilize data and technology to improve efficiency, promote sustainability, and enhance the quality of life for residents in metropolitan areas. These projects frequently employ sensors, Internet of Things (IoT) devices, and data analytic technologies to optimize city operations and services. Examples of smart city initiatives include the implementation of intelligent transportation systems, the design of energy-efficient structures, and the creation of online communities (Venkatesh et al., 2012).

The concept of "public-private partnership" (PPP) encompasses a range of potential collaborations between public and private entities within the sphere of infrastructure and other services, as illustrated by Liu et al. (2022). Through collaboration between the public sector (government) and the private sector (businesses), a partnership is formed to facilitate the provision or funding of projects, services, or infrastructures. PPPs are a vital tool for financing, planning, constructing, and managing urban development projects in the context of smart cities (Barrutia et al., 2022).

Beyond merely offering financial support, PPPs provide several advantages for the development of smart cities. They facilitate the sharing of risks between the public and private sectors, thereby enhancing the appeal of projects to lenders and investors. Moreover, PPPs stimulate the creation and application of innovative technologies and city development strategies, with the private sector

acting as a source of innovation. Nevertheless, it is crucial to thoroughly weigh the advantages and disadvantages before entering into a PPP agreement.

PPPs offer numerous benefits for smart city development, including increased efficiency and expertise. The private sector contributes invaluable experience in project management, construction, and financing, which enhances the success and efficiency of city development initiatives (hylan. com, <https://hylan.com/municipal-smart-city/>). According to Deloitte (<https://www2.deloitte.com/content/dam/Deloitte/Global/Documents/Public-Sector/gx-ps-public-private-partnerships-smart-cities-funding-finance>), the private sector stimulates innovation by bringing cutting-edge technologies and encouraging the creation of innovative smart city strategies. Additionally, PPPs allow for the sharing of project risks between the public and private sectors, increasing their appeal to lenders and investors and facilitating project financing (McKinsey and Company, <https://www.gfdrr.org/en>).

Effective communication is essential for the success of smart city PPPs. It involves ensuring that all stakeholders, including businesses, government agencies, and citizens, are aligned with the project's objectives, benefits, and potential drawbacks. Transparency and trust are critical; open communication about project specifics, risks, and benefits fosters trust between public and private partners. Managing public expectations is also vital, as clear communication helps control these expectations and prevent disappointment in the face of unforeseen challenges (Alaloul et al., 2020).

The involvement and cooperation of multiple stakeholders, each with specific interests and communication requirements, are crucial to the success of a smart city PPP. Key stakeholders include: Government: Responsible for setting project guidelines and goals, managing implementation, and ensuring public accountability and citizen buy-in through effective communication (Barrutia et al., 2022). Private Sector Businesses: Provide capital, expertise, and technology for smart city services and infrastructure. Clear communication from the government fosters a predictable and attractive business environment (Deloitte, <https://www.deloitte.com/content/dam/Deloitte/Global/Documents/Public-Sector/gx-ps-public-private-partnerships-smart-cities-funding-finance>).

Citizens: The end-users of smart city initiatives who require transparent information regarding the project's impact, potential disruptions, and opportunities for involvement (Venkatesh et al., 2012). Civil Society Organizations (CSOs): Protect citizens' rights and ensure equitable distribution of project benefits. CSOs maintain accountability through open communication (Asubonteng, 2011 cited in Aliyou, 2017). Research and Development Institutions and Academia: Support smart city initiatives with research and development. Effective communication ensures that research findings are integrated into project design and promotes knowledge exchange (Venkatesh et al., 2012).

To ensure effective communication in smart city initiatives, it is essential to develop a comprehensive communication strategy. This involves identifying target audiences, key messages, communication channels, and evaluation measures to assess the effectiveness of communication campaigns (Barrutia et al., 2022). Encouraging stakeholder participation through an integrated strategic communication framework is also crucial. This framework should include stakeholder analysis, message development, and identification of the most effective communication channels for reaching different target audiences (Alaloul et al., 2020).

In its effort to achieve regional and global social and economic development goals, the government of Ethiopia has undertaken several reforms led by enabling policies and strategies. One policy direction that has recently gained emphasis is enhancing private sector engagement. The Ministry of Finance and Economic Cooperation (MOFEC, 2017) indicated that the Public-Private Partnership (PPP) framework was initiated in 2017 to facilitate private sector involvement in various sectors for economic growth, increased innovation, improved quality, and minimized service delivery delays.

The PPP policy was followed by the PPP Proclamation (No. 1076/2018) and the PPP Directive (No. 55/2010/2018). Additionally, the PPP Directorate General (PPPDG) was established within MOFEC, tasked with developing PPP guidelines to foster the development of PPPs. The PPPDG developed six PPP guidelines specific to six priority sectors identified by MOFEC: energy, transport, water, health, industrial parks, and public housing.

In conclusion, while PPPs hold significant potential for the development of smart cities, their success depends on addressing several key issues, including effective communication, stakeholder

alignment, and risk management. By fostering collaboration between public and private entities, PPPs can drive innovation and efficiency in urban development, ultimately enhancing the quality of life for city residents.

Recently; a major urban development project called the Sheger Smart City Project is launched near Addis Ababa, the capital city of Ethiopia, with the goal of building technologically advanced and sustainable metropolis. To improve people' quality of life, the initiative calls for upgrades to waste management, transit networks, digital services, and infrastructure. Sheger City is established on October 22, 2022 proposed with the aim of urban development centered around Addis Aababa towards generating influence and economic benefits for fragmented small towns such as Sebeta, Burayu, Gelan, Koyefeche, etc. The administration is head quartered in Addis Abeba's Saris. Sheger city administration consisted of twelve sub-cities, thirty six districts, and forty rural Kebeles as indicated in, Kallacha Oromiyaa (2015).

1.2. Statement of the Problem

The concept of the Smart City entails a strategic amalgamation of diverse initiatives that integrate infrastructures, technology, and digital services aimed at enhancing the quality of life for urban residents. The financial requirements for developing and executing Smart City projects are often substantial, presenting challenges when relying solely on conventional public financing methods. Within this context, Public-Private Partnerships (PPPs) have emerged as viable mechanisms to address the limitations of public funding and constraints on public expenditure. However, the utilization of PPP models for Smart City endeavors remains largely unexplored and has only been tentatively implemented thus far.

Derina and Ansgar (2015) underscore the significance of strategic communication by highlighting its potential to influence attitudes, knowledge, and behaviors regarding problems, services, or goods. Strategic communication can also facilitate the introduction of new technologies, increase foreign exchange earnings, and create jobs for locals. In this regard, the Oromia Regional State seeks to attract investment from both local and foreign sources in various sectors, including trade, tourism, agriculture, and leisure.

Sheger City is established with the intention of becoming a hub of innovation, technology, knowledge, and modern digital systems, thereby serving as an engine for the development of civilization. In light of these factors, Seyoum (2018) suggested that now is an opportune time for stakeholders to invest in and engage with one of the world's rapidly growing economies. These economies are characterized by a well-articulated vision, dedicated leadership, a rapidly expanding environmentally friendly economy, demographic advantages, growing infrastructure, support for public-private partnerships, abundant natural resources, and strategic geographical positioning. Therefore, it is crucial to appropriately involve both domestic and foreign investors to establish a public-private partnership and implement the Sheger Smart City project.

The Sheger Smart City Project holds promise for transforming urban development around Addis Ababa (Kallacha Oromiyaa, 2015). Public-Private Partnerships (PPPs) are envisioned as a key driver for financing and implementing the project. However, the project's nascent stage lacks a clearly defined communication framework for collaboration with PPPs. This absence of a strategy creates challenges in aligning expectations, fostering trust, and attracting crucial private sector investment and expertise. To overcome these hurdles and ensure the Sheger Smart City Project's success, a multi-stakeholder communication framework is essential to enhance public-private collaboration.

This framework should prioritize transparency by establishing regular communication channels, such as public forums and online resources outlining project goals and partnership opportunities. Additionally, clearly defined roles and responsibilities for all stakeholders (government, private entities, and citizens) can be achieved through well-defined contracts, memorandums of understanding (MOUs), and communication materials. Furthermore, considering the project's diverse population, ensuring multilingual communication is vital for fostering inclusion (Borkena Ethiopia, 2022).

The absence of a well-defined communication framework hampers the project's capacity to clearly express its vision and advantages to various stakeholders, establish trust and transparency among all involved parties, nurture a cooperative atmosphere, attract and retain competent private partners by effectively conveying investment prospects and project specifics, address public concerns, and manage expectations to ensure broad community support for the project. This communication

deficiency constrains information flow and undermines the potential for a thriving public-private partnership in transforming Sheger into a smart city.

Accordingly, this study aims to fill this gap by conducting a detailed investigation into the alignment of strategic communication with the broader goals of Sheger City projects, emphasizing the incorporation of PPPs in smart city development. Furthermore, based on the researcher's personal observations and assessments, there appears to be a gap in the implementation of a comprehensive and precisely planned outreach strategy in the current municipal communication practices with the private sector regarding the Sheger Smart City Project.

This gap presents a significant challenge to the project's goals. In the context of these large-scale city-building initiatives, there currently seem to be insufficient means of connecting the public and private sectors or effective channels of communication. Moreover; there is currently a dearth of research on the role of strategic communication frameworks in the development of smart cities through PPPs. Consequently, no substantial research has been conducted on related topics in Ethiopia, leading to a significant research gap. The concept of a "smart city" is still relatively new in the country, and no noteworthy studies have demonstrated the importance of a strategic communication framework for PPPs in launching smart city initiatives. The researcher is therefore convinced that conducting in-depth research in this field is crucial to providing insights and guiding the realization of the initiative. Based on the research problem identified and discussed above, the following research questions were raised accordingly.

1.3. Basic Research Questions

1. What key components should be included in a strategic integrated communication framework to enhance public-private collaboration in the Sheger Smart City Project?
2. What are the major communication barriers and gaps that exist between the public and private sectors in the Sheger Smart City Project, and how can these be addressed through the proposed framework?
3. What are the specific communication needs and preferences of domestic and international investors regarding the Sheger Smart City Project?

4. How will the implementation of the strategic communication framework improve public-private collaboration and investor engagement, and contribute to the successful development of the Sheger Smart City Project?

1.4 General Objective:

To design and implement a strategic integrated communication framework that improves public private collaboration, enhances transparency, and facilitates effective engagement with local and international investors, thereby accelerating the development and successful execution of the Sheger Smart City Project.

1.4.1. Specific Objectives:

- To design a strategic integrated communication framework that aligns with the objectives of the Sheger Smart City Project, ensuring effective communication between public and private sectors.
- To identify and analyze communication barriers and gaps between the public and private stakeholders that hinder successful collaboration in the Sheger Smart City Project.
- To assess the communication needs and expectations of both domestic and international investors, and determine how these can be integrated into the framework for more effective engagement and investment.
- To evaluate the impact of the proposed strategic communication framework on the success of public-private collaboration and its contribution to the effective development of the Sheger Smart City Project.

1.5. Significance of the Study

Despite the limitations, the study holds significant practical and academic value. Practically, it provides a much-needed proposal for a strategic integrated communication framework that enhances public-private collaboration in the Sheger Smart City Project. By addressing existing communication gaps, the study offers recommendations that could improve transparency, coordination, and trust between stakeholders, ultimately contributing to the successful development of the project. The insights gained from this study are particularly valuable for policymakers, city planners, and investors, as they provide guidance on improving engagement

and fostering a more robust investment climate. Academically, the study fills a critical gap in the literature on public-private partnerships and strategic communication within smart city development, particularly in Ethiopia. The research contributes to the understanding of how communication frameworks can support the effective implementation of urban development projects and the attraction of investment. Furthermore, the study offers actionable policy recommendations that could guide future smart city projects, not only within Ethiopia but also in other regions of Sub-Saharan Africa facing similar challenges in communication and collaboration between public and private entities. The findings and recommendations could serve as a reference for policymakers and urban planners working on similar projects, offering insights into best practices and potential solutions to communication-related challenges.

1.6. Limitations of the Study

This study faced several limitations that may have affected the overall outcomes. First, the time constraints imposed by the research schedule limited the depth of data collection and analysis, which restricted the study's ability to capture all nuances of the communication dynamics within the Sheger Smart City Project. Additionally, access to participants proved challenging, as some key officials were unavailable, and delays in the return of questionnaires hindered the timely completion of the study. This limited the diversity of perspectives and the ability to fully represent all relevant stakeholders. Another significant limitation was the difficulty in obtaining sufficient documentation and other relevant materials from the Sheger City Administration and related bodies. This restriction affected the depth of understanding of the internal communication strategies and documentation that could have provided additional context to the study. Moreover, there was a possibility of respondent bias, especially from individuals closely involved in the project, which could have influenced the responses and perspectives offered. Finally, the study's findings are limited in their generalization/generalizability as they focus primarily on a small group of stakeholders from the Sheger City Administration, meaning the results may not be fully applicable to other smart city initiatives or broader urban development projects.

1.7. Scope of the Study

The scope of this study is specifically focused on the Sheger Smart City Project, with particular attention to the communication dynamics between the public and private sectors involved in the project's development. The research examines how strategic communication can enhance public-private collaboration, specifically in the context of Sheger City, one of the largest urban development projects in Ethiopia. The study is limited to the stakeholders within the Sheger City Administration, particularly those from the head office, due to practical constraints such as time and resources. This focus enables a more detailed examination of the communication frameworks and how they impact public-private partnerships (PPPs) in this context.

The study also emphasizes the challenges of communication in the initial phases of smart city development and its role in fostering a collaborative environment between government entities, private investors, and local communities. While the primary focus is on the Sheger Smart City, the study's findings could have broader implications for similar urban development projects across Ethiopia and other parts of Sub-Saharan Africa, where smart city initiatives are gaining momentum.

In terms of methodology, the study is confined to qualitative data collection methods, including interviews, focus group discussions, and document reviews. The findings are derived from a small but representative sample of stakeholders involved directly in the Sheger Smart City Project. Therefore, the scope of this research does not extend to the broader public or private stakeholders who may have a peripheral impact on the project but are not directly engaged in the planning and execution phases of the Sheger Smart City. Additionally, while the study examines the role of communication in enhancing collaboration between public and private stakeholders, it does not delve into other aspects of the project, such as infrastructure development or financial strategies. This makes the scope of the study highly focused on communication and collaboration.

1.8. Organization of the Study

The study is divided into five comprehensive parts. These are; Introduction, review of related literature, research design and methodology, as well presentation and analysis of the collected data; finally, the summary conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

The growth in the urban population is evident on a global scale and of outstanding significance. Presently, more than half of the world's population resides in urban areas, and it is anticipated that this figure will exceed over six billion by 2050 (Lazoiu and Roscia, 2012). Consequently, Lazoiu and Roscia (2012) emphasized that cities will account for massive greenhouse gas emissions on a worldwide scale.

Therefore, there is a pressing necessity to discover innovative techniques to tackle the challenges linked with this remarkable expansion of urbanization (Nam and Pardo, 2011). Nam and Pardo (2011) further point out that at present, towns are responsible for 80% of greenhouse gas emissions, and there is a lack of efficient waste management structures to address the large quantities of waste produced by towns. Consequently, the concept of smart cities has emerged, initially introduced via the Kyoto Protocol and subsequently adopted by diverse groups (Nam and Pardo, 2011). Fishman and Flynn (2018) suggest that only a select few cities worldwide have the financial capacity to sustain their own smart city projects.

2.2 The Concept of Smart Cities

According to Fernandez-Anez, Fernandez-Guell, and Giffinger (2018), a smart city is a complex and multi-faceted system that seeks to tackle urban challenges through collaboration among multiple stakeholders. The authors argue that the integration of social innovations and smart technologies is essential in the development of smart cities. Fernandez-Anez, Fernandez-Guell, and Giffinger (2018) elaborate on this concept by highlighting the introduction of the idea of a smart world during a meeting in January 2009. One of the driving factors behind this initiative is the rapid urbanization occurring worldwide, with an estimated 70% of the global population projected to reside in cities by 2050. The authors suggest that around 500 new cities will be required to accommodate this urban growth. The concept of a smart city offers a theoretical and practical approach to address uncertainties associated with urbanization.

The core of smart city design revolves around data-driven decision-making. By collecting and analyzing data from various sensors and devices deployed throughout the city, authorities can gain valuable insights into resource allocation, efficiency of service delivery, and citizen needs. This data can also be utilized to optimize infrastructure operations, improve public services (such as waste management and emergency response), and ultimately enhance the overall quality of life for residents. Smart city systems often involve Public-Private Partnerships (PPPs) to leverage resources and expertise from both public and private sectors. Private companies contribute their technological expertise and innovative solutions, while public authorities provide governance and oversight.

Before diving into the details of a smart city, it is important to understand the principle behind it. A quick review of the related literature shows that the smart city theory is often controversial. The emergence of similar terms such as smart cities, digital cities, internet cities, and intelligent cities has contributed to the general confusion of this term (Schaffers et al., 2011). The smart city concept has evolved in three main areas: academia, industry, and government (Moannenzadeh and Vettorato, 2014). A holistic and comprehensive approach is necessary to develop knowledge and strategies for the intelligent management of the full range of city functions, including intelligent self-configuration, optimization, and protection (Nam and Pardo, 2011).

In commercial literature, the term "smart" often refers to intelligent products and services, artificial intelligence, and advanced technologies. Government documents, on the other hand, interpret "smart" in the context of urban planning and development to avoid urban sprawl. Despite this diversity, the use of technology and social innovation is the core of the smart city concept. One of the most influential representations in academic literature comes from the Generations College in Vienna in 2007.

In commercial literature, such as IBM's concept of the smart city, cities are viewed as systems of systems. This company defines the smart city as one that uses technology to regulate its critical systems and optimize the return on limited resources (Mosannenzadeh and Vettorato, 2014). Government literature focuses on the governance and financial aspects of smart cities, as well as environmental claims comparable to greenhouse gas emissions. Academic literature, by contrast, has a comprehensive approach, covering a variety of subjects related to governance, social

development, and the environment. From a commercial perspective, smart cities have emerged due to the balance between competition and sustainable urban development. Sustainability and social development are the main demands of smart cities.

Government literature focuses more on transnational challenges such as quality of life, economic growth, environment, energy, sustainability, security, health, and mobility. Moannenzadeh and Vettorato (2014) defined the smart city as a sustainable and high-performance city with a high quality of life that manages to meet urban demands through the use of information and communication technology (ICT) in services and infrastructures, collaboration among stakeholders (citizens, universities, government, and businesses), and investment in social capital. Sinkiene et al. (2014) defined the smart city as a community capable of learning, innovation, and resilience. Meanwhile, various similar terms have emerged, such as wireless communities, broadband communities, digital communities, networked communities, computing communities, and smart communities.

Nam and Pardo (2011) claimed that the elements of the concept of a smart city are divided into three categories: technology, people, and institutions. A city can be considered smart if investments in these three areas lead to socially beneficial improvements, not just technological advancements. Social growth is one of the defining characteristics of smart cities (Allwinkle and Cruickshank, 2011), and sustainable development should be pursued through investment in social capital (Scott, 2000).

Giffinger (2007) defines smart cities as cities that promote the use of ICT to engage with residents, expand social and intellectual capital, and better utilize complex systems. Smart cities can be identified along six main dimensions (IBM Smart Cities: www.ibm.com/uk/cities), (Giffinger et al., 2007):

- Smart Economy: Innovation and Competitiveness
- Smart Mobility: Infrastructure and Transport
- Smart Environment: Resources and Sustainability
- Smart People: Creativity and Social Capital
- Smart Living: Culture and Quality of Life
- Smart Governance: Participation and Empowerment

A. Smart Economy

The term "economy" was first defined by the Scotsman Adam Smith (1723–1790), who described the elements of a national economy as products offered at a natural price generated by competition, supply and demand, and division of labor. Today, an economy is understood as the total sum of product and service transactions of value between two agents in a region, whether individuals, organizations, or states. An economy comprises the economic system, including the production, distribution, trade, and consumption of goods and services. Transactions occur when both parties agree on the value or price of the transacted good, commonly expressed in a certain currency.

In the past, economic activity was theorized to be bounded by natural resources, labor, and capital, ignoring the value of technology and creativity. A smart economy focuses on high-quality education systems, publicly funded scientific research, attractive corporate fiscal incentives including tax breaks, and great infrastructure including high-quality domestic and international connections, pervasive broadband, and excellent public services, particularly healthcare. Countries like Denmark, Singapore, the Netherlands, Ireland, and Finland have already started their versions of a smart economy.

B. Smart Mobility

The smart mobility framework emphasizes travel choices, healthy and livable communities, reliable travel times for people and freight, and safety for all users. The objective of smart mobility supports goals related to climate change intervention, energy security, real-time traffic management, passenger transport management, car park management, fleet management, bicycle use management, toll payment, electric vehicle support, tracking applications, logistics, and car-sharing services. Foundations like Caltrans [Caltrans is the state agency responsible for highway, bridge, and rail transportation planning, construction, and maintenance] and partner agencies actively pursue smart mobility objectives.

Embedded computer systems are increasingly used within vehicles to improve operations, such as automatically controlling antilock brakes, air-bag inflation, cruise speed, in-vehicle climate, and collision avoidance braking. Location determination systems (GIS) enable remote tracking of vehicles and goods. Some transport systems can be automatically guided and controlled without drivers. Buses, trains, flights, and water transport services provide status updates to inform

passengers. Electronic tickets can be requested, paid for, and issued remotely, supporting contactless verification at entry and exit points, like in the Delhi metro system. Internet access in vehicles allows monitoring and environmental information sharing, as demonstrated by the Internet CAR project at Keio University, Japan.

C. Smart Environment

Paddy Nixon, Simon Dobson, and Gerard Lacey define a smart environment as a region extensively equipped with sensors, actuators, and computing components. Smart environments adapt to human activities, with doors, lighting, water taps, and air ventilation systems responding to human presence. The realization of the Internet of Things has led to network-enabled objects with sensing and actuating capabilities in diverse environments, known as Smart Environments. From environmental monitoring to health care and event tracking, these systems support complex control strategies for managing various capabilities of a house or building: lights, doors, temperature, power, energy, music, etc. (Yick et al., 2008; Akyildiz & Kasimoglu, 2004; D. De et al., 2012; D. Cook and S. Das, 2004; Dario Bonino et al., 2012).

D. Smart People

The availability and quality of ICT infrastructure alone do not define a smart city. Human capital and education play crucial roles in urban development. Berry and Glaeser (2005) and Glaeser and Berry (2006) show that cities with a high share of educated labor force achieve rapid urban growth. For smart city ambitions to be implemented successfully, citizen acceptance and inclusion are vital. Citizens are the primary reason for the city's existence and policies. Smart people pursue S.M.A.R.T. goals: Specific, Measurable, Attainable, Relevant, and Timely. The concept of smart people includes lifelong learning, social and ethnic plurality, flexibility, creativity, open-mindedness, and participation in public life.

E. Smart Living

Smart Homes: Cook and Youngblood (2008) state that Smart Homes can acquire and apply knowledge about their inhabitants and surroundings to adapt and meet comfort and efficiency goals. Initially, Smart Homes monitored and adjusted environmental systems like heating and lighting, but now any electrical component within the house can be included in the system

(Ricquebourg et al., 2006). Smart homes increase convenience and security, with appliances connected to Home Area Networks (HAN) or Personal Area Networks (PAN) and the Internet. These devices can be monitored or controlled remotely by computer or voice commands. Deleawe et al. (2010) highlight the importance of monitoring indoor air quality to mitigate health problems.

Smart Things: Smart Things make it easy to connect physical objects to the Internet. They provide convenience, security, safety, and efficiency by making things more intelligent, automating, monitoring, and controlling them. Smart Things can detect users, access data, infer social contexts, coordinate behavior, and provide context-driven output (Giulia Biamino, 2012)

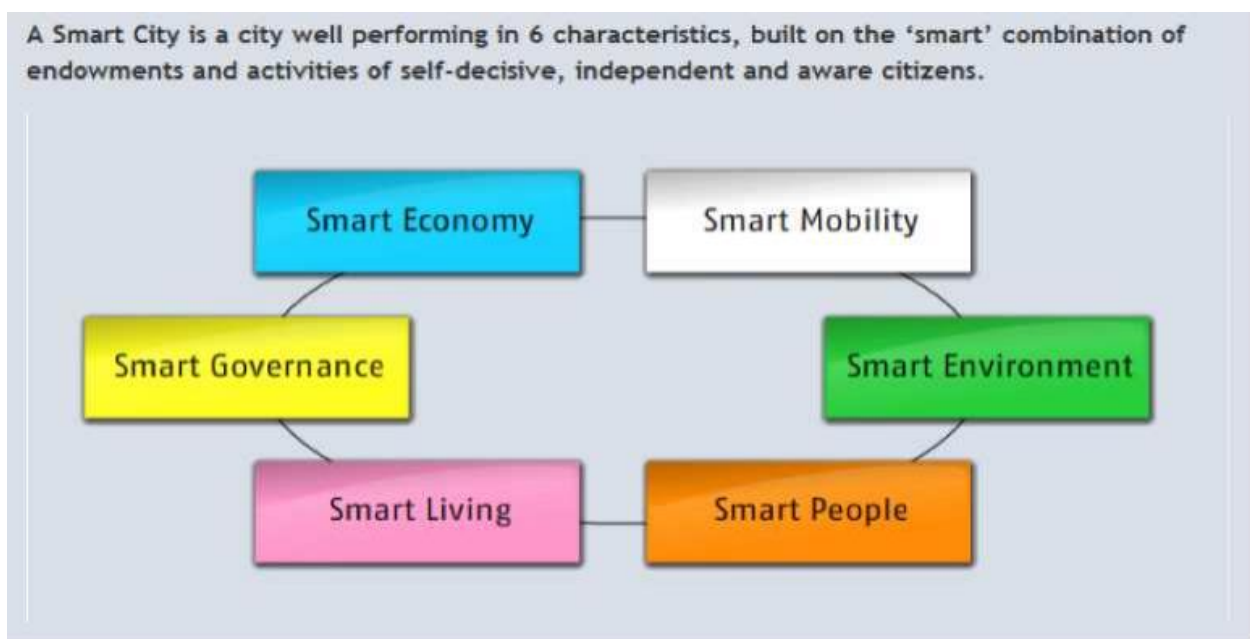


Figure 2.1: Dimensions of Smart cities; *Source: Giffinger (2007)*

2.2.1. Smart City Structure

Intelligent structural designs must be forward-looking and visionary to be truly sustainable and important as an ecosystem. They will contain numerous small, interconnected rudiments that serve a variety of uses rather than a single guiding purpose for their realization. Community theater plazas, for example, not only provide food for citizens, but also serve as stormwater operating systems, enabling water and waste recovery at the lowest scale, with real-time detectors telling the

central system how much less water is needed to be reused downstream. Metropolises must directly measure current conditions and model the future. Detectors and technological controls integrated into new and retrofitted urban designs could sense current conditions and provide real-time feedback if changes are needed.

2.2.1.1. Conception towards Smart Cities

In just seven cases, the idea of a smart megacity has changed unnaturally in terms of the tactics cities or communities have chosen for civic transformation. Initially driven by the use of technology enablers, governments as leaders of the smart megacity movement have now understood that technology is only the enabler for achieving governmental, profitable and social goals. Second, smart megacity strategies still do not forget generation as an enabler, but governments have found that top-down operations or a master plan strategy are not the critical factors for success. Drivers for fulfillment are cooperative and percentage citizen or mortal techniques. But it should take into account the needs and needs of its guests - residents, businesses, if a megacity or network wants to become smarter.

Therefore, a method that emphasizes collaboration, co-introduction, crowdsourcing and grassroots sweats is the foundation for the successful design and implementation of smart metropolises.

2.2.1.2. Concept of smart-city in the African Context As explained in the following dialogue on the term “Smart Megacity”, the term has numerous meanings and is used in different contexts. This means that a contextual knowledge of a smart megacity is essential to provide not only a meaningful description of the term but also a basis for evaluation among African metropolises. In the literature, ICT design is an essential element of intelligent effects for cities.

Nevertheless, the limitations of ICT in many parts of Africa mean that it should not be critical to the design of a smart megacity in this environment. This is due to a lack of digital understanding and negative network connectivity in several African cities. Therefore, a contextual understanding of smart megacities in Africa is theoretical. It is based on the idea that Africa has experienced rapid urbanization in recent years, that this trend is likely to continue, and the challenging situations and opportunities that accompany rapid urbanization.

On the one hand, African state expansion posed major challenges such as an increase in informal housing, poverty and social inequality for African political leaders, policy and public decision-makers, as mainland urbanization is largely due to massive pastoral to social migration. This indicates that the connections between urbanization, industrialization, social metamorphosis and profitable development need to be examined together. This means that cities must not only deliver new forms, but also control the form of water, sanitation, energy, transport, statistics and traffic. However, this rapid growth provides a great opportunity for African leaders and policymakers to incorporate smart megacity planning into their strategies.

Consequently, the concept and implementation of smart megacities in the African environment should be based on the socio-economic realities of the mainland and focus on the numerous demanding situations typical of the African metropolises in order to provide their citizens with the same lucrative opportunities in the transition to a low level to offer economical use of CO2 emissions, efficient use of tight budgets, coping with rapid population and population growth and dealing with the influences of an immature population.

The perception and implementation of smart metropolises that place greater emphasis on terrain, people, frugality and mobility can be particularly useful in the African setting. Focusing on these regions makes cities in Africa centers of growth and development and is prepared for climate, terrain and natural resource challenging situations so that they are inclusive and flexible and can have developing agriculture. There is still a long way to go, so current and future smart metropolitan developments in Africa aim to help metropolises achieve inclusive, sustainable growth, control demographic change and address environmental issues.

Recommendations in these areas can be used for specific problems with the help of the city administration. They can also be used for comparisons between African cities. Smart metropolises occupy a middle tier in ensuring an adaptive, inclusive, effective, sustainable and flexible future for humanity, with the government playing the crucial role in managing the systems and contributing the budget. Governments are eager to explore unique approaches to combine digital technology, know-how and methodologies. In this regard, wise management is the result of improving skills in three essential areas: servant management; the balance between invention and

sustainability; and strategic thinking and foresight are crucial to manipulate complexity (28), (9). Consequently, smart cities will not succeed without growing smart leadership. builds alliances and connections Encyclopedically, there are initially three clever megacity management models: A dedicated office that imaginatively and presciently uses the clever megacity as an example for Singapore, where a comprehensive approach is implemented by public authorities; Alternating distribution of responsibility between departments as an example of a Big Apple in which decentralized leadership drives a clever organization and structure of megacities.

The third leadership model involves forming alliances with non-public institutions to create smart megacities. The South Korean capital – from citizen to citizen – trusts LED offerings – it's worth saying. This is why a mix of the lower version works in the African environment, and if a mix of the lower version drives the implementation of the smart megacity plan, the entire environment can gather and almost integrate know-how around the connected devices in drawing up plans and implementing them, as well as adapting to the ever-changing technological geography.

2.2.1.2. The three major fields of the smart-city

Palmisano, S.J. (2010) mentions this; historically, metropolises consist of three important components: politics, frugality and society. As a result, the three main areas of a smart megacity are smart government, smart frugality and smart society. Furthermore, by combining the two fairly new areas of information technology structure and citizen development area, a smart megacity can be divided into five factors: smart government, smart frugality, smart society, new technology information structure and smart megacity development area. in accordance with Palmisano, S.J. (2010) are mentioned respectively as follows.

2.2.1.3. The Smart Government

With the rapid development of new generation information technologies, the traditional government affairs are changing from e-government to smart government. The use of the Internet of Effects, Pall computing, mobile Internet, artificial intelligence, data mining and other technologies to improve the intelligence position of government agencies, supervision, service and decision-making to achieve effective, flexible and efficient creating a solution An accessible new

government is called a smart government. Compared with traditional government, intelligent government is characterized by in-depth perception, quick response, active service, scientific decision-making, etc.

2.2.1.4. The Smart Economy

The service of wise thrift is wise industry. Smart Industry is industriousness with a high level of knowledge, networking, statistics, robotics and intelligence. Smart industriousness is an intelligence, wild industriousness and technology, wild industriousness, not an industrious, wild industriousness. In June 2011, the US government adopted a priority development plan for four factors of intelligent manufacturing, including the establishment of an artificial modeling and simulation platform for intelligent manufacturing, a lower-cost synthetic data acquisition and operation platform, enterprise integration of enterprise structures and production facilities and providers and intelligent manufacturing education and training.

In China, numerous analyzes on accelerating the comprehensive integration of data and industrialization have been jointly issued by the Ministry of Support and Data Generation, the Ministry of Knowledge and Generation, the Ministry of Finance, the Ministry of Commerce and SASAC in terms of intelligent development and establishing a state-of-the-art product- Gadgets as one of the first ideas to sell the deep integration of informatization and industrialization.

2.2.1.5. The Smart Society

An intelligent society is a largely intelligent society. An intelligent society essentially includes two aspects: first, the intellectualization of social enterprises such as intelligent education, intelligent medical treatment, intelligent academy and intelligent sanatorium; Second, the intelligence of citizens' lives, similar to smart community and smart home. Intelligent society is an advanced stage in the development of social information. An intelligent society is an important part of freezing and perfecting people's livelihoods.

2.2.1.6. Smart Homes

Cook and Youngblood (2008) stated that Smart Homes be “able to acquire and apply knowledge about its inhabitants and their surroundings in order to adopt to the inhabitants and meet the goals of comfort and efficiency”. Initially, Smart Homes were houses with the sole ability to monitor and adjust environmental systems like heating and lighting, but Ricquebourg et al. (2006) asserted that since technologies have developed further, “any electrical component within the house can be included in the system”. A smart house has all home appliances and these appliances are connected to HAN (Home Area Networks) or Personal Area Networks (PAN) and then to Internet to communicate in pervasively with one another and with the homeowner or people who are living in it.

As Electrical Reading meters are smart devices- these in the homes and utilize electricity, it can be connected to the home’s network and respond at your management. And these could be monitored or controlled by computer or remote management or by voice, the home network responds once you command it. With this kind of automation, it would be like having a personal assistant who is usually at your back and call. Smart houses increase convenience and security in smart cities. Deleawe et al. (2010) noted the importance of monitoring air quality indoors so as to mitigate health problems. Though changing our home into this kind of smart home, automation could give a fortune; the benefits will be well worth the investment.

2.2.1.7. Smart Mobility

The smart mobility framework emphasizes on travel choices, healthy, lovable communities, reliable travel times for people and freight and safety for all users. The objective of smart mobility supports the goals of climate change intervention and energy security, traffic management in real time, management of passenger transport means, management of car parks, fleet management, management of the use of bicycles, payment of tolls, support in the use of electric vehicles, tracking applications and logistics, car sharing services, etc. This can be achieved through foundations for Caltrans [Caltrans is the state agency responsible for highway, bridge, and rail transportation planning, construction, and maintenance] and partner agencies to actively and successfully pursue the smart mobility objectives and gain its many other travelling benefits. There are various smart mobility solutions upcoming or came in the smart cities including video

surveillance and Intelligence analysis i.e. traffic detection, incident detection, license plate recognition, emergence command, customer service, passenger reservation system, multimedia.

2.2.1.8. Smart Things

Smart Things make it easy to connect the things in your physical world to the Internet. Smart Things places the world of connected things at your fingertips. Smart Things are more convenient, secure, safe and efficient. Smart Things can make things more intelligent, automate, monitor and control. We call smart any physical object connected to the web with some sensing capabilities (Giulia Biamino, 2012). They are (1) Detect users and the social connections between them (2) Access user's data (3) Infer social context according to user's network topology, preferences & features (4) Infer social goals according to the social context and the user model (5) Coordinate their behaviour (6) Provide acontext driven output. Based on practical experimentation and prototyping, smart objects are classified into three kinds (G.Kortuem et al, 2010).

2.2.2. The development trend of the smart city

Zhao, Z. & Zhang, Y.'s (2020) article on smart metropolises highlighted the fashion of smart metropolises in China; Global Smart Towns and Groups 2021 predicts that the financing of smart towns and smart groups in China will exceed 230 billion Yuan, focusing on public security, intelligent transportation, intelligent insurance, intelligent environmental protection and intelligent emergency and other regions by 2014. By then, 40% of cities will connect the physical and digital worlds through technologies that include the network of factors, artificial intelligence and digital twins, improving the remote control of key infrastructure and digital offerings.

2.2.2.1. Infrastructure and Technology in urban Planning

City plans and layouts with plant errors and social pressures provide energy, telecommunications, water, electricity and utilities with the help of new knowledge and superior technology. Firzli and Bazi define “Infrastructure is the basic physical and organizational form required for the operation of a society or business enterprise, or the offerings and facilities required for the functioning of the financial system” (Firzli and Bazi, 2009). Urban infrastructure is known in two organizations: gentle and resilient (Portugal-Perez and Wilson, 2012).

Hard infrastructure refers to the large physical networks required for current industrial cities to function. Soft infrastructure refers to all companies that need to control and manipulate infrastructure and standards. whereas "soft" infrastructure refers to all the institutions necessary to maintain a country's financial, health and cultural and social standards, including the economic systems, the education system, health care, the system of government, regulatory enforcement, and emergency services. Hard infrastructure includes water supply and distribution structures, sewerage networks, shipping networks, power and electricity distribution networks, and telecommunications networks that provide access to the functional and livelihood infrastructure of cities (Hosono, 2013).

2.2.3. Systems theory in Smart City Development

The article entitled "Smart city model based on systems theory" authored by Lom & Pribyl (2021) introduces a novel approach to comprehending and representing smart cities. A succinct overview of its principal arguments is presented below:

- **Distinguishing Traditional City from Smart City:** Conventional urban settlements are typically perceived as compartmentalized entities characterized by autonomous subsystems such as transportation and energy. In contrast, smart cities capitalize on information dissemination and data interchange to establish interactive linkages among these subsystems.
- **Emphasis on Cyber-Physical Systems (CPS):** The model accentuates the significance of CPS, which amalgamate physical elements with computational algorithms. Sensors, intelligent meters, and interconnected infrastructure exemplify CPS applications within a smart city context. The introduction of Smart City Agents (SCAs) is put forward in the study as fundamental components of a smart city framework. These agents serve as representations of distinct entities present within the urban environment, such as traffic signals, infrastructures, or even applications used by residents.
- **The advantages of this approach include the ability to:**
 - Conduct Simulation Scenarios:** This enables the evaluation of various smart city projects and the forecasting of their effects on the overall system.
 - Enhanced Decision-Making:** Through comprehending the interactions

among subsystems, urban planners are empowered to make more knowledgeable decisions regarding the allocation of resources and the formulation of development strategies.

2.2.4. Stakeholders theory in Smart Cities

In the context of smart cities, stakeholder theory plays a critical role in fostering successful development. A smart city functions as a complex ecosystem where technology, infrastructure, and social aspects converge, requiring collaboration between various groups with vested interests (Boucher & Rendtorff, 2016). Stakeholder theory emphasizes the importance of identifying all relevant parties, which can include citizens, governments, businesses, academia, non-profit organizations, and technology companies (Jahre & Rothengatter, 2017; Boucher & Rendtorff, 2016). Each stakeholder group brings its own unique needs and perspectives to the table. Effective communication and collaboration are essential to ensure the smart city project benefits everyone involved and avoids unintended consequences (Alvez et al., 2017). Citizen participation is particularly crucial, as they are ultimately the beneficiaries (and sometimes funders) of these initiatives. Their needs and concerns must be central to the planning and implementation process from the very beginning (Marvin et al., 2018). By incorporating stakeholder theory effectively, smart cities can achieve a more balanced and sustainable development trajectory that considers the diverse interests of all involved.

2.3 Public Private Partnership

There is no uniform, internationally consistent definition for public-private partnerships (PPPs). According to the World Bank (2017), a PPP is defined as a long-term agreement between a private party and a public entity to provide a public asset or service, wherein the private party assumes significant risk and operational responsibility, and remuneration is linked to performance. Public-private collaborations are contractual and non-contractual agreements between a public employer and a private company. Through these agreements, the economic and non-financial systems of multiple sectors work together to address financial, technical, data, social, and environmental challenges. The World Bank (2017) points out that public-private collaborations reflect a circular approach in private management, where collaboration with partners outside the profit zone is considered valuable. This means that private, non-profit, or other partners jointly express criticism and accept the associated risks.

The concept of PPP includes a connection between areas where the private sector renovates, builds, operates, and maintains a system, either wholly or partially, under specific terms and conditions. The private sector assumes associated disadvantages for a significant period and, in return, receives benefits and economic remuneration according to agreed conditions. PPPs represent a collaborative project built on the motivation of each individual partner, meeting clearly defined public needs through the distribution of finances, risks, and costs (World Bank, 2017). A PPP is a collaboration between the public sector and the private sector to deliver a project or service typically provided through the public sector. It is defined as a contract between a public organization and a private party, wherein the private party performs a function normally delegated to the public domain and/or uses public assets in accordance with the PPP agreement (World Bank, 2017).

PPPs, if implemented properly, can help overcome barriers that hinder successful growth, especially in developing countries. Structural investment is known to accelerate growth and reduce income inequality. However, poor outcomes often reflect constraints governments face, such as inadequate public finances, poor planning, policy decisions favoring short-term gains, or corruption.

There is no one-size-fits-all description of PPPs, nor has the World Bank used a clear description. Various definitions of PPP include:

Global Economic Fund: An arrangement in which the private sector manages funds and services historically provided by the government.

Organization for Economic Cooperation and Development (OECD): An agreement between the government and one or more private partners (which may include operators and financiers) under which the private partners provide a service, aligning government service objectives with the profit motives of private partners and ensuring sufficient risk transfer to private partners (Akitoby et al., 2007).

Canada: A collaborative venture between the public and private sectors, developed to meet defined public needs through appropriate allocations of resources, risks, and costs (Barrows et al., 2012).

Australia: Links between the public and private sectors for designing, planning, financing, building, and/or operating systems traditionally within the public sector's purview (Linda, 2005).

Standard and Poor's: Any medium to long-term relationship between the public and private sectors involving shared risks and rewards for cross-sector expertise and financing to address policy questions (World Bank, 2017).

McKinsey: Distinguishes four archetypes of PPPs, all sharing a common vision, aspirations, investments from all partners, and a formalized structure with collaborative decision-making, support, product development, and delivery (McKinsey, 2009).

2.3.1 The Rise of PPPs in Urban Infrastructure and Development

The rapid urbanization trend poses significant challenges to governments worldwide. To meet the rising need for essential infrastructure, investments in transportation networks, waste management facilities, and water supply systems are required. Public-private partnerships (PPPs) are increasingly popular as a finance and delivery method for urban infrastructure projects due to the regular stretching of public funds. Several academics defend PPPs' role in urban infrastructure and development. The World Bank Group (2017) highlights the growing disparity between available public funding and infrastructure requirements in rapidly urbanizing areas. PPPs are a viable remedy as they attract private sector investment. A study by Kivilä et al. (2017) suggests that PPPs can incorporate private sector innovation and expertise, potentially leading to more efficient project delivery processes compared to conventional public procurement techniques.

According to research by the World Bank Group (2017), PPPs can shorten project completion times. Studies indicate that initiatives involving state sponsorship complete more quickly than those solely funded by the government. However, several issues may challenge the role of PPPs in urban infrastructure and development. Koliba et al. (2014) draw attention to the complex contract negotiations and procurement procedures associated with PPPs, which can be difficult for public authorities to navigate. Koliba et al. (2014) also highlight the potential knowledge gap between public and private partners, suggesting that public authorities may be at a disadvantage due to a lack of experience in negotiating and overseeing complex PPP contracts.

The growth of PPPs reflects the need for creative funding and delivery strategies to address urban infrastructure challenges. While PPPs have the potential to be faster, more efficient, and attract private sector expertise, the associated complications must be carefully considered.

2.3.2 Potential and Pitfalls: Examining the Role of PPPs in City Development

Public-private partnerships (PPPs) can finance and implement urban infrastructure and development projects. This literature review examines the potential benefits and challenges of PPPs in urban development.

Potential Benefits

Unlocking Investment: PPPs can attract private capital, filling the funding gap between traditional public funding and the increasing demand for urban infrastructure projects (World Bank Group, 2017).

Increased Innovation and Efficiency: Involving the private sector can bring fresh ideas, management expertise, and cost-cutting strategies, potentially leading to quicker and more efficient project completion.

Quicker Project Completion: Streamlined procedures and private sector incentives can shorten project completion times compared to conventional public procurement.

Risk Sharing: PPPs facilitate the sharing of risks between public and private partners, reducing public sector risks and encouraging private sector involvement.

Challenges and Pitfalls

Complexity: PPPs entail complex risk allocation, contract negotiations, and procurement procedures, requiring strong legal and technical skills from public agencies (Nam and Pardo, 2011).

Experience Gap: Public bodies may lack the experience to handle intricate PPP agreements, resulting in unequal bargaining power and disadvantageous conditions (Koliba et al., 2014).

Value for Money: Ensuring PPPs provide long-term value for money requires thorough assessment, considering life cycle costs, potential cost overruns, and the actual cost of involving the private sector.

Accountability and Transparency: To avoid mismanagement and maintain public trust, open dialogue, stakeholder involvement, and transparent performance monitoring are crucial throughout the PPP lifespan.

2.3.3 Unlocking Efficiency and Innovation: Exploring the Benefits of PPPs

Public-private partnerships (PPPs) are increasingly used for infrastructure project delivery and funding. This review explores how PPPs can unlock substantial efficiency and innovation in project planning and implementation.

Streamlined Procurement: PPPs can provide more efficient procurement processes compared to conventional public procurement techniques. By integrating best practices and project management expertise from the private sector, projects may be approved more quickly with less paperwork (Koliba et al., 2014).

Delivery Driven by Incentives: Private partners' profit motives drive incentives for cost-cutting and efficient project delivery, potentially leading to quicker project completion, lower costs, and better resource allocation (Kivilä et al., 2017).

Risk Sharing and Allocation: PPPs enable risks to be allocated to the partner best suited to manage them. For example, the public sector may handle regulatory risks, while the private sector may take on construction-related hazards. This risk-sharing strategy can promote productivity and deter risk aversion, resulting in optimal project execution (Kivilä et al., 2017).

2.3.4 Motivations for Engaging PPPs in Smart City Projects

Cities can gain significantly from PPPs. Public institutions typically engage in partnership agreements to access resources and expertise from the private and non-profit sectors. The motivations for engaging PPPs in smart city projects include:

Transition from CapEx to OpEx: Cities often lack the funds to complete planned projects, particularly regarding capital expenditures (CapEx). PPPs enable a financial model shift to operating expenditures (OpEx), lowering the entry barrier.

New Revenue Streams: PPPs leverage private sector expertise to generate new income sources, such as data monetization, operational efficiencies, connection services, digital signage, kiosks, and enforcement opportunities.

Risk Reduction: With the nascent stage of the smart city industry, cities aim to mitigate risks. PPPs allow partners to share and transfer risks.

Effective Project Management: Municipalities often lack the resources and staff to undertake and manage cutting-edge technology projects over concession periods.

Access to Innovations and Technologies: Cities require the latest innovations and technologies from the private sector. Collaboration models can provide a more flexible co-design approach compared to traditional procurement techniques.

Cross-Sector Expertise Collaboration: PPPs facilitate knowledge and skills exchange across various industries, such as technology, financial services, and transportation, promoting service innovation.

Decreased Execution Timescales: The private sector's nimbleness and faster pace enable quicker project completion. PPPs allow governments to develop and enhance services efficiently while garnering support from stakeholders through expertise, diversified funding sources, and effective risk-reward distribution.

2.3.5 Models of PPPs

Public-private collaboration can take various forms. PPP models include service contracts, operating contracts, package agreements, agreements, standard joint ventures, concessions, BOT (build, operate, transfer), and BOOT (build, own, operate, transfer).

Service Contracts: The government hires a private entity to complete specific tasks, such as revenue collection, for one to two years.

Operating Contracts: Responsibility for the operation and maintenance of government-owned assets is transferred to the private sector to improve technical performance and efficiency.

Leasing Contracts: The private sector contracts with the government to provide services and maintain assets for 8 to 15 years, with limited need for financing.

Franchise: The private sector invests in operational and maintenance equipment, maintains the assets, collects user fees, and pays the government a tariff.

Joint Ventures: Both the government and the private sector participate in a project, selling shares or introducing new initiatives.

Concession: The private sector operates and maintains public assets, while the government retains ownership and regulates fees and volumes.

BOT Model: The private sector sets up, operates, and eventually transfers a public service enterprise to the government after a fixed period.

BOOT Model: The private entity finances, builds, owns, and operates the infrastructure for a fixed period, collecting revenues before transferring ownership to the government.

ROT Model: The private sector rehabilitates, operates, and maintains an existing asset, recovering investment costs before transferring it back to the government.

2.3.6 Prospects and Challenges for PPP in Ethiopia

While there is growing global interest in PPP models, their uptake in Ethiopia remains limited. Previous efforts at public expropriation and privatization have been insufficient to address unmet infrastructure and public service needs. Attempts to tap PPP opportunities have been numerous but inconsistent, including aviation systems for irrigation and exhibition center management by Addis Ababa Municipality.

Ethiopia has good prospects for developing PPPs in sectors such as roads, highways, energy, telecommunications, and transportation. The gap between public service delivery and demand highlights the urgent need for PPP arrangements, particularly in sectors like education and health, to improve the quality of social services.

2.4 Integrated Communication Framework in PPPs

2.4.1 Integrated Communication Framework

An integrated communication framework encompasses fundamental assertions of a public-private partnership in strategic communication applications. By identifying potential sources of assistance and resistance, it helps prevent failure. This information is crucial for prioritizing communication claims, crafting compelling messages, selecting the most effective communication channels, utilizing channels efficiently, and establishing new connections as needed.

Communication research can uncover perspectives on various issues, such as the drain on public resources due to mishandling of state-owned enterprises, political interference, nepotism, and clientelism, and can raise awareness of an unsustainable status quo. A well-developed communication strategy can elucidate how private interests contribute to providing incentives that enhance societal well-being.

A well-designed privatization and private sector engagement program can be effectively established through a standard communication strategy, serving as a bidirectional feedback channel throughout the entire planning and implementation process. Communication programs for the public provide managers at state-owned enterprises and public institutions with tools for the privatization process that align with societal and political expectations and are compatible with public welfare initiatives (Calabrese, 2008).

Strategic communication plays a crucial role in the frameworks for Privatization, Public-Private Partnerships, and Private Participation. The World Bank for Reconstruction and Development emphasizes the importance of strategic communication in fostering successful public-private collaborations and ensuring that stakeholders are well-informed and engaged throughout the process.

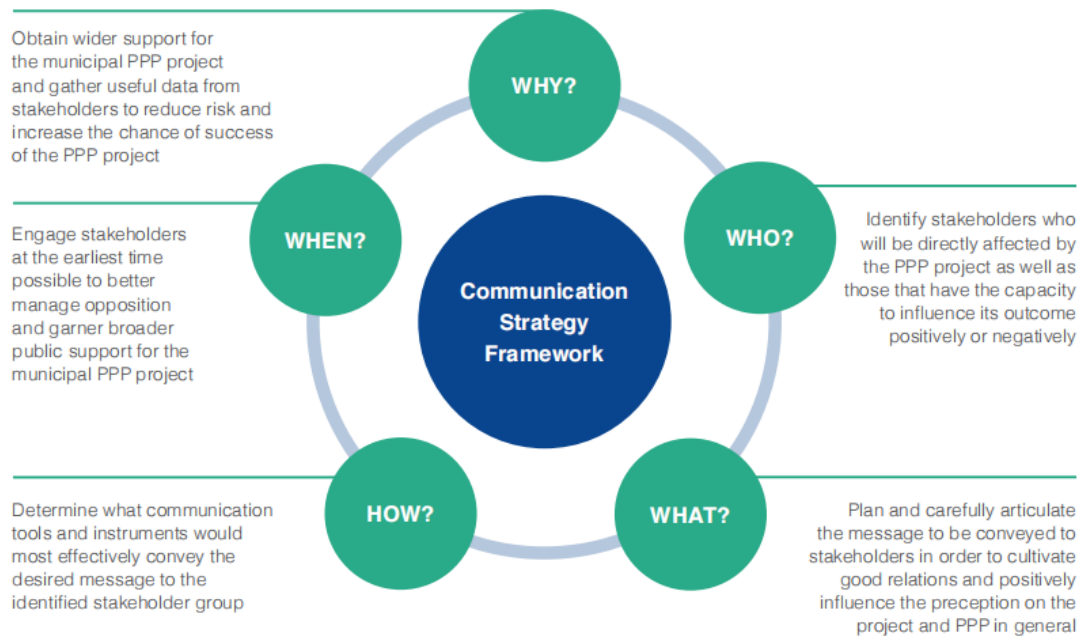


Fig2.2: Communication Strategy (Source: World Bank, 2019)

2.4.2. Why is a Strategic Approach to Communication so Critical?

A prosperous program persuades both the public and private sectors that the advantages of reform outweigh the costs and obstacles, involves stakeholders in advocating for reform, and inspires individuals to embrace and take charge of the reform. Essentially, it surpasses merely "promoting" reform by facilitating and enabling changes that enhance the effectiveness and longevity of the reform (IFC, 2007). Many perceive it as a method for "disseminating information" or "simplifying information penetration" or even as a tool for "marketing" reform. This kind of approach may generate limited exposure to an issue, yet it is insufficient for achieving the necessary changes for successful reform, whether it involves a high-ranking official endorsing the reform's success or convincing civil servants to alter their daily routines. Stephen J. Mastay and Matthew Uzzell have identified this approach as a "fatal error" in navigating a reform landscape, as it wrongly assumes that marketing programs and marketing products are interchangeable tasks due to their shared use of tools such as radio, TV, print, and so on. However, the strategic approach to promoting fizzy drinks differs significantly from persuading individuals on a complex subject like public policy, which could seriously jeopardize the reform program.

Strategic communication is a systematic, rational strategy for determining the necessary stakeholders to engage to achieve reform goals, why they should be engaged, when to engage them, and how to do so. This comprehensive approach to engaging stakeholders and communication prioritizes key reform stakeholders, aiding project managers in understanding their needs and interests, recognizing the behavioral changes required for visionary reform, creating well-planned engagement strategies, and devising effective and credible communication methods. Without a strategic and consistent strategy for engaging stakeholder interests, perceptions, and concerns, interactions with stakeholders may result in one-sided flows of general communication, unlikely to generate the stakeholder support and behaviors crucial to achieving reform goals. The "Five Ds" Strategic Communication Framework—Diagnose, Design, Develop, Deploy, and Disseminate—provides design leaders with a basis and framework for developing and implementing a strategic communication component within complex reform initiatives. This framework is intended to be adaptable (IFC, 2007). While communication should ideally be integrated into the reform design from the outset, it can be tailored to suit the design's unique objectives. Furthermore, the processes and products outlined in the framework can be scaled to fit the size and budget of the design. However, communication efforts are most successful when integrated into the design's core objectives and embedded throughout the implementation process, rather than being viewed as an add-on. A well-integrated and timely strategic communication effort significantly reduces the likelihood of hindering or delaying the reform process.

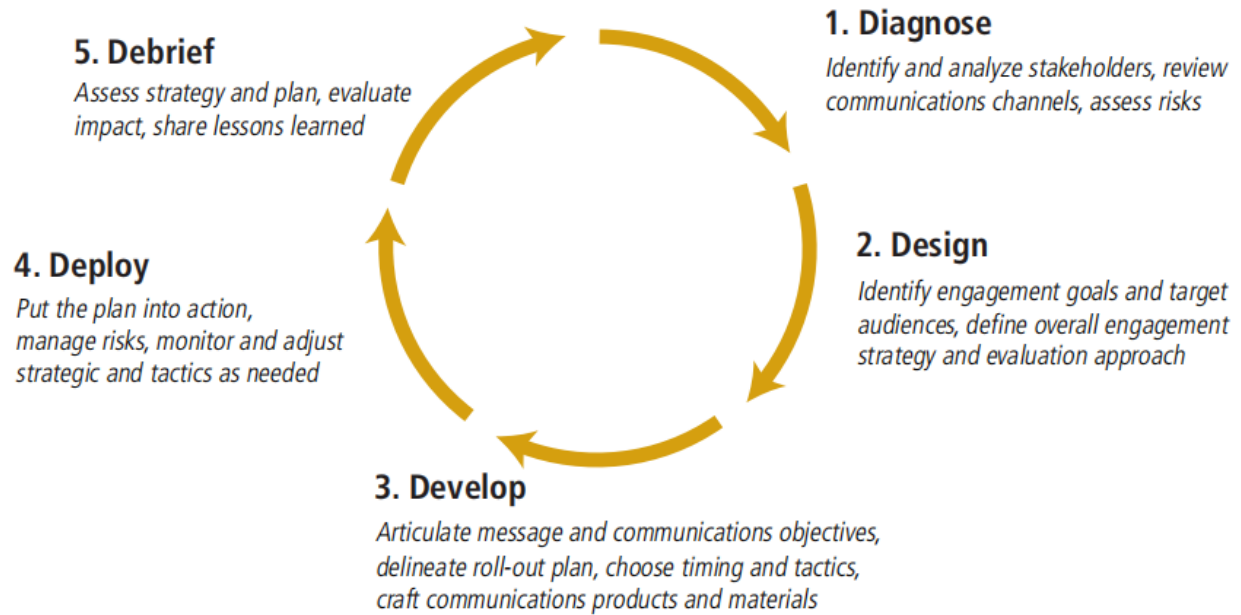


Figure 2.3: Five Ds of Strategic Communication framework (Source: World bank Group,2007)

2.4.3. Managing Strategic Communications

The project manager fulfills various crucial roles in facilitating and supervising strategic communications. Arguably, the primary role entails advocating for the strategic communications process. Failure of the project manager to display interest or provide necessary support for robust stakeholder engagement and communications will impact effectiveness. The delineation of the project manager's role in strategic communications is delineated by (IFC, 2007) as follows:

- Integrating strategic communications into project design is imperative. Strategic communications cannot exist in isolation—it must be integrated into the project design, necessitating substantial input and coordination from project personnel. The insights and contributions of the project manager regarding the strategy and design of engagement and communications materials are invaluable. This is particularly crucial during the Diagnose, Design, and Develop phases.
- Guiding stakeholder engagement is a crucial responsibility. Every interaction the project manager has with a high-level government official, business association, or entrepreneur contributes to a stakeholder engagement initiative. Recognizing this as an integrated and focused stakeholder engagement endeavor supports the project team in its endeavors. This principle applies consistently across all phases.

- Assuming the role of primary communicator and messenger is essential. As a senior member of the reform team, the project manager must acknowledge the significance of being a key communicator and messenger. Regularly considering this role is vital.
- Continual involvement in the evaluation and assessment of strategic communications is necessary. The strategic communications initiative outlines essential messages, activities, and products that need to be developed. The project manager must exhibit leadership by reinforcing these messages in stakeholder meetings, engaging in activities, and facilitating the production and distribution of communications products. This is particularly relevant during the Deploy and Debrief phases.
- Tactical coordination is vital. Leveraging knowledge of project activities to enhance strategic communications efforts is crucial for the project manager. Effective coordination and knowledge sharing empower staff to function as a cohesive team for mutual benefit. This principle is applicable throughout all phases.
- Sustained monitoring is essential. The project manager should demand updates on strategic communications efforts and diligently review and respond to monitoring reports. Serving as the individual with the most comprehensive program overview, the project manager's proactive monitoring of strategic communications helps preempt challenges. This principle holds true across all phases.
- Budget management is another significant aspect. While the project manager may not always have the authority to control or increase the budget, efforts can be made to optimize resources by targeting communication effectively—identifying local resources, aiding in prioritization and channel selection, and recognizing high-impact/low-cost activities. As a general guideline, the Economic and Social Research Council recommends allocating approximately 5 percent of the total funded budget for communications.

Public-Private Partnerships in Mega Cities: The Case of Dubai

Dubai, one of the seven emirates of the United Arab Emirates (UAE), has emerged as a global city, renowned for its rapid growth, innovative infrastructure, and strategic use of Public-Private Partnerships (PPPs). With a population of over 3.5 million, Dubai is recognized for its ambitious urban development projects and economic diversification, moving away from reliance on oil

revenues to sectors like tourism, real estate, logistics, and finance. The city operates under a centralized government structure, with major developmental decisions driven by the Dubai government, which uses PPPs as a key tool to achieve its strategic objectives, including the UAE Vision 2021 plan to make the country one of the best in the world (UAE Vision 2021, 2010).

PPPs have played a pivotal role in Dubai's infrastructure development, most notably in the construction of iconic projects such as the Dubai Metro, the world's largest automated rail network, and the Dubai International Airport, one of the busiest airports globally. These large-scale projects involved close collaboration between the public sector, which provided land and regulatory support, and private companies that financed, built, and managed these initiatives (World Economic Forum, 2016). The private sector's role in these projects focused on efficiency, cutting-edge technology, and innovation, while the public sector ensured that infrastructure aligned with the city's long-term growth plans.

Dubai's PPP success is driven by a unique combination of factors. The city's leadership, led by the Dubai government, has established a pro-business environment with minimal bureaucratic hurdles, attractive incentives for foreign investors, and clear regulatory frameworks. The Dubai Municipality and the Department of Finance have developed specific PPP laws and regulations to govern these partnerships, providing a legal framework that encourages investment while ensuring public interest is protected (Government of Dubai, 2015).

However, challenges remain. Dubai's PPP model, despite its success, faces issues related to long-term sustainability, the need for more localized knowledge transfer, and risk allocation. While private investors have been quick to capitalize on Dubai's rapid growth, questions have been raised about the long-term impacts of some projects, especially in the real estate sector, where over-speculation led to a property crash in 2009. Additionally, there is an ongoing need to balance short-term profit motives with the public good, especially in sectors like healthcare and education, where PPPs are becoming more prevalent (Deloitte, 2017).

Dubai's reliance on foreign expertise for many of its PPP projects also highlights a challenge in developing local capacity. Despite heavy investment in knowledge and skills transfer, the city still depends on international firms to spearhead many of its large-scale developments. As the city

continues to grow, there is a concerted effort to build local capacity and reduce this dependence (Zawya, 2021).

In conclusion, Dubai's PPP framework has been instrumental in its transformation into a global city. Its focus on efficiency, innovation, and strategic partnerships has led to world-class infrastructure, but the city must continue addressing challenges such as sustainability, risk-sharing, and local capacity building to maintain its trajectory of growth and innovation.

Public-Private Partnership in Mega Cities in Nairobi

Kenya, located in East Africa, is one of the region's most dynamic economies, with a population of over 55 million people. Its capital, Nairobi, is a major commercial hub and one of Africa's fastest-growing cities. The country operates under a devolved system of government as outlined in the 2010 Constitution, which distributes power between the national government and 47 county governments. Nairobi, as both a county and a city, plays a pivotal role in Kenya's economic development, with ongoing efforts to modernize its infrastructure and enhance service delivery. As part of its Vision 2030 blueprint, Kenya aims to transition to an industrialized, middle-income country, and the government is actively promoting private sector participation in infrastructure development through Public-Private Partnerships (Government of Kenya, 2017).

Public-Private Partnerships (PPPs) in Kenya provide a framework for collaboration between the public and private sectors in the development of critical infrastructure, including transport, energy, water, and housing. These partnerships allow private companies to invest in, construct, and manage infrastructure projects while sharing the associated risks and benefits with the government (Wambua, 2014). Traditionally, the private sector has been driven by profitability and efficiency, while the public sector has been responsible for ensuring equitable access to services (Mutua, 2016). However, as public demand for essential services increases, particularly in urban areas like Nairobi, and government resources remain stretched, the role of PPPs has become more prominent.

In recent years, Nairobi has seen significant investments in transport infrastructure, with projects such as the Nairobi Expressway and the expansion of the city's public transit system being undertaken through PPP models. These projects are designed to alleviate traffic congestion, enhance mobility, and attract further investments. The Kenyan government has also embraced

PPPs in sectors such as energy, with the development of renewable energy projects, including wind and geothermal, being spearheaded by private firms under long-term agreements with the state (World Bank, 2021).

Despite these successes, challenges remain. Kenya's PPP framework is still evolving, and there are concerns over governance, transparency, and the fair distribution of risks and rewards. Much of the private sector's involvement has been driven by government initiatives such as the Big Four Agenda, which emphasizes affordable housing, manufacturing, universal healthcare, and food security (Government of Kenya, 2018). However, there is growing recognition that Nairobi, like other cities in Africa, must continue to refine its PPP model to ensure that both public and private interests are adequately balanced. The Kenyan state, much like in other East African nations, is seen as a central player in driving social and economic transformation, with PPPs playing an increasingly vital role in achieving these goals (Kameri-Mbote, 2013).

Public-Private Partnership in Mega Cities in Addis Ababa

Ethiopia, one of Africa's most ancient sovereign nations, is the continent's second-most populous, with a population exceeding 100 million. The country operates under a federal democratic system established by the 1994 Federal Constitution, which grants autonomy to nine regional states and two metropolitan administrations, allowing them to create governance structures suited to their unique circumstances. In line with Ethiopia's goal of becoming a middle-income country by 2030, the government has introduced several initiatives to spur economic growth. A key focus is on increasing private sector investments, particularly in sectors such as aviation, telecommunications, and engineering (British Council, 2019).

Public-Private Partnerships (PPPs) serve as a crucial mechanism for engaging the private sector in the provision of infrastructure and services. These partnerships involve contractual arrangements where private entities deliver services utilizing public infrastructure (Gebrihet, 2015). Traditionally, the private sector has focused on customer satisfaction, return on investment, and risk management, while the public sector has prioritized service delivery to the population (Sedisa, 2008). However, the conventional view of the government as the sole provider of public services and the private sector as solely profit-driven is becoming less tenable, particularly as the demand for public services increases and government budgets face growing constraints.

While PPPs have gained traction globally, including in Europe, Asia, Latin America, and parts of Africa, their implementation in Ethiopia has been limited. Much of the private sector's engagement has been shaped by government-driven strategies, such as the Plans for Accelerated and Sustainable Development to End Poverty (PASDEP) and the Growth and Transformation Plan, which largely focused on privatization and divestiture (Asubonteng, 2011).

In Ethiopia, state-led development efforts aim to subsidize and protect vulnerable populations from the pressures of global market forces. Although there is ongoing debate regarding the influence of international financial institutions and attempts to regulate the state's role, there remains a strong consensus that the Ethiopian government has an obligation to drive social transformation. Ethiopia's Developmental State (DS) model is a contemporary reflection of this longstanding state-society relationship (Hussen, 2013).

2.5. The Major Challenges for City Development

The array of concerns spans a vast area of interest. For instance, the participatory poverty assessments conducted by the World Bank delve into various issues beyond basic needs and resources, highlighting the seriousness of challenges related to social interactions, lack of security, and abuse of power; precarious economic status impacting participation in society, as well as the capabilities of the impoverished; issues concerning collaborative disadvantages, weak community ties, and marginalized areas. The primary obstacles to urban development encompass unaffordable housing, urban pollution, and disparities in the availability of services and amenities. Urban sprawl poses a challenge for all emerging urban areas, particularly in developing nations with a prevalence of informal settlements or squatter settlements.

The issue of unaffordable housing poses a significant challenge to urban development efforts. In order to unlock the full potential of urban areas in the developing world for growth, a multitude of obstacles hindering their sustainable development and their ability to provide a conducive living environment for their residents must be squarely addressed. These include a substantial shortage of decent affordable housing, especially for the underprivileged; substandard housing conditions and the poor physical environment in which many of the urban poor reside, work, and raise their families; lack of reliable and adequate water supply; inadequate investment in transportation infrastructure; deteriorating natural surroundings; adverse impacts of global climate change; and

social insecurity, all of which undermine the efficiency of functioning in developing cities. This section briefly examines each of these areas of concern.

However, we commence with an overview of the characteristics of the urban poor population in developing countries, defined as those residing in what the UN identifies as slums (i.e., areas experiencing the following five deprivations: lack of access to improved water sources, absence of sanitation facilities, inadequate housing, overcrowded living conditions, and insecure land tenure) (World Bank, 2018). Urban environmental pollution, stemming from city activities, is a significant concern affecting agglomerations, primarily driven by domestic production. The prevalence of environmental pollutants is notably high in large metropolises, particularly in developing nations. In contrast to contemporary theories, the incorporation of environmental pollutants into the framework is essential, given the critical nature of pollution in many urban centers (Sjak, 2014).

The expansion of urban areas poses challenges in terms of equitable access to essential services and amenities, such as water, sanitation, electricity, security, healthcare, and education. Urban growth in megacities can strain resources and exacerbate issues like affordable housing and civic pollution, highlighting the importance of addressing disparities in service provision (World Bank's Income Groups, 2020).

Urban sprawl, characterized by extensive civic development, presents a range of complex issues for metropolises, including greenhouse gas emissions, air pollution, traffic congestion, and housing affordability. This phenomenon extends beyond population density, illustrating how population distribution and land use patterns have evolved over time. Recent data from OECD countries reveals a trend towards increased fragmentation in urban areas since 1990, with a growing proportion of land designated for low-density development. While urban areas have become denser overall, a significant portion of civic space remains sparsely populated, underscoring the challenges posed by urban sprawl (OECD, 2014).

2.6. Integrated Strategic Communication Framework

2.6.1. Theoretical Background

Integrated communication (IC) and strategic communication (SC) are the two most well-known schools of thought. One way to increase the corpus of knowledge and obtain a deeper understanding of the field of communication in complex situations is to approach strategic communication as a complex phenomenon that requires pertinent theories and scientific inquiry (Verwey&Benecke, 2021). Although Benecke (2019) emphasized the importance of social context and writers in the field of strategic communication (Hallahan et al., 2007; D. Holtzhausen, 2008; Van Ruler, 2018; Zerfass et al., 2018) proposed the integration of the communication function, the integration of the communication function was not the primary focus.

However, integrity was the primary concern, and authors in the discipline embraced a strategic approach. The current methods of integrating communication into practice could be regarded as "a good starting point," but according to Niemann (2005), they lack the strategic, comprehensive direction that integrated communication needs to keep initiatives in harmony. Similarly, Smith (2013) saw integration as a crucial but underappreciated aspect of strategic communication. To further the objective of conducting research that improves the theoretical field of strategic communication, the discipline of Strategic Integrated Communication (SIC) has grown into a separate subfield in accordance with this idea (Barker, 2013; Niemann, 2005). SIC encompasses the administration of organized communications, synchronized marketing and public relations-related endeavors, coordinated internal and external communications, synchronized corporate or strategic communication, and managerial communication (Barker, 2013; Mulder, 2015; Mulder & Niemann-Struweg, 2015; Struweg, 2015). The strategic aim of the learning organization should serve as the foundation for all communication activities, as strategic integration is essential for the organization's sustainability. This facilitates regular shifting, lucid communication and consistency.

2.6.2. The Importance of Strategic Communication to attract Public-Private Partnerships

The sector bank's development verbal exchange division thinks that extra-effective, socially, and politically sustainable non-public area participation programs may be executed via strategic

conversation. programs for strategic conversation that are included in each step of an undertaking's improvement establish particular roles for the program layout, execution, monetary necessities, and continuous monitoring to evaluate the program's long-term effects. Strategic verbal exchange, while implemented nicely, can greatly increase political and social sustainability by fostering talk and concern for stakeholders in a selection-making manner (World Bank, 2008). There are essential dreams of a strategic conversation application for public-private partnerships and personal quarter involvement.

First, by locating existing and possible sources of both assistance and resistance, failure is prevented. This information is critical for prioritizing verbal exchange dreams, crafting compelling messages, and determining the simplest channels for verbal exchange, in addition to efficiently utilizing existing channels and setting up new ones as needed. Comunique studies can display perspectives on the selection of pertinent troubles, consisting of a drain on public coffers resulting from mishandled state-owned corporations, political meddling, nepotism, and clientelism, which could also assist in creating the focus of an untenable repute quo. A properly crafted verbal exchange marketing campaign can clarify how private interests play a role in presenting incentives that increase prosperity for society as a whole (Calabrese, 2010).

Second, a methodical technique to communicate helps the implementation of the personal quarter participation program by acting as a feedback mechanism and taking a two-way look at every segment of the method, from planning to execution. Public communication programs provide managers at state-owned organizations and public institutions with instruments for a privatization system that meets social and political demands and paintings well with national economic projects. Communication initiatives set up channels of communication with interested parties that permit the control of privatization expectations (Global Financial Institutions, 2008).

2.7. Empirical Survey

Smart city projects are a relatively new idea, particularly in Ethiopia. The Sheger Smart City Project may be the industry leader. Thus, the researcher was unable to locate any studies that had been done in the field. On the other hand, not much research has been done on the subject of public-private partnerships in infrastructure construction.

According to a thesis that Maryam Alavibelmana and Robert Fazekas submitted in 2018 to Malmö University in partial fulfillment of their master's degree in organizational leadership, there have been a lot of criticisms from social and urban experts questioning the practicality of the current understanding and implementation of the smart city. The most generally mentioned complaints point out that the private sector and technology ideas have a strong hold, and that the current definition and theoretical foundations of the smart city are inadequate. As a result of the lack of a comprehensive and strategic vision for the smart city concept, the study's conclusions showed that the current trend favoring project-based practices may not meet sustainability standards, cannot be a useful tool for sustainable urban planning, and is a bad idea for social sustainability. It shows that although the private sector is essential to the functioning of smart cities, the municipality, or public sector, has to take the initiative to develop smart cities according to real city needs and integrate them into urban planning projects.

The study entitled "Emerging themes of public-private partnership application in developing smart city projects: a conceptual framework," published in 2020, delves into the ways in which developing nations can utilize Public-Private Partnerships (PPPs) to surmount financial constraints and technological obstacles in their pursuit of smart cities. Scholars conducted an examination of current literature to pinpoint fundamental themes for the effective implementation of PPPs in these scenarios. The results underscore the necessity of striking a harmonious equilibrium between the integration of cutting-edge technologies and the mitigation of accompanying risks. Furthermore, active involvement of citizens and transparent governance are imperative for fostering public confidence and ensuring the triumph of projects.

The handling of data sharing and security within PPPs demands meticulous deliberation to tackle issues regarding privacy. The study posits that conventional PPP models may necessitate modifications for the realization of smart city initiatives. Lastly, the investigation underscores the significance of sustainable practices in the long run, encompassing environmental, social, and economic dimensions. Expounding on these themes, the study advances a framework termed "Sustainable Public-Private-People Partnership (PPPP)," recognizing that citizen engagement stands as a cornerstone for the successful advancement of smart cities via PPPs.

An analysis of the smart city idea and its structural elements According to a 2017 study by Venkat R.P. et al., a smart city is an urban development concept that combines ICT and IoT technologies to manage a city's resources, including hospitals, schools, libraries, transit, and more. By enhancing service efficiency, ICT enables city officials to engage with the community and track the development of the city. Applications for smart cities control urban flows and enable real-time reactions. The phrase is interpreted widely and is influenced by developments in technology, the economy, and the environment, including strains on public finances, internet retail, economic restructuring, aging populations, and climate change. In order to promote smart urban growth, the European Union has created programs under the 'Europe's Digital Agenda.' By 2020, Arup projects that the global market for smart urban services would be worth \$400 billion.

An account of the Public-Private Partnerships (PPPs) in Urbanization workshop, which took place in Beijing from August 22–23, 2013. The National Development and Reform Commission, the Asian Development Bank (ADB), the Institute of Fiscal Sciences' PPP Research Committee, the Ministry of Finance, and the ADB-hosted Regional Knowledge Sharing Initiative together coordinated the workshop. Approximately two hundred individuals attended the workshop, representing the federal government, thirty-five municipal governments, lenders, corporate service providers, academic and research organizations, and development partners. The workshop facilitated the exchange of knowledge and best practices regarding public-private partnerships (PPPs) among those involved in their development, preparation, and execution (Asian Development Bank, 2014).

Over half of the six billion people on the planet are thought to reside in cities, towns, and other urban areas. According to current trends, this number is expected to rise further, with urban population growth in developing countries being far more widespread and rapid than in developed countries. Over 90 percent of recent urbanization, according to the World Bank, has taken place in developing nations, with an estimated 70 million new people moving into urban areas annually.

The two world's poorest regions, South Asia and Sub-Saharan Africa, are particularly affected by this trend, with their urban populations predicted to treble by 2030 (UN, 2011). Public-private partnerships (PPPs) establish a lasting collaboration between local governments and the private sector, with the understanding that the private sector excels in certain areas compared to the public

sector, especially in terms of innovation, service delivery, business focus, and efficiency. While a municipality may directly engage a private entity for a service or product under a market contract or production agreement in specific cases, PPPs are often the most effective way for a project to leverage the strengths of both the municipality and the private sector. In a PPP, both parties assume significant risks and responsibilities to align interests and coordinate actions (World Bank, 2019).

A thesis paper for Partial Fulfillment of the Requirements for the Degree of Master of Laws (LL.M.) in Business and Corporate Law at the School of Law, Bahir Dar University by Alemnew Gebeyehu Dessie entitled 'Public-Private Partnerships in Ethiopia: a Legal and Policy Analysis.' Accordingly; the research reveals that Ethiopian Public-Private Partnership (PPP) frameworks are not sufficient for sustainable infrastructure investment and improving public service delivery due to several shortcomings in policy, legal, and institutional frameworks. The frameworks are criticized for their lack of detail on umbrella policy and legal terminologies, lack of support for subsidiary directives, and insufficient bench marking tools.

The policy formulation process is also found to be insufficiently participatory, with regional states being denied the opportunity to participate. The minimum threshold of USD 50 million for PPP projects is deemed erroneous, affecting domestic private partners' competitiveness and hindering economic growth. The frameworks' emphasis on physical projects and the inclusion of economic sector line ministries in the PPP Board is another major issue. Ethiopia's infrastructure problems lie in the physical sector, but it is also lagging in the social infrastructure sector and public service delivery. The lack of community consultation, stakeholder engagement, information disclosure, and transparency regarding PPP projects further hinders the development of sustainable development, pro-poor growth, and human rights protection and promotion. The PPP Board also fails to include a non-voting mechanism for PPP projects. These findings highlight the need for improved policy, legal, and institutional frameworks to ensure sustainable development and improved public service delivery.

A study conducted by Gerbreegziabher Aregawi in 2015, as a requirement for a master's degree in commercial enterprise management from St. Merry University, focused on examining the potential, practices, limitations, and opportunities of public-private partnerships (PPPs) for sustainable tourism development in Ethiopia. The research aimed to provide insights into the

collaborative relationship between the public and private sectors in joint investments for tourism development projects. The results revealed that PPPs can capitalize on the strengths of both sectors, resulting in the delivery of effective tourism services and products.

Furthermore, PPPs allow the private sector to contribute financial and technical resources for sustainable tourism development. However, the implementation of PPPs encounters various challenges, including limited public awareness, lack of policy guidance, absence of a legal framework, and insufficient capacity to initiate and execute projects. In Ethiopia, there is currently no established practice of PPPs aligned with the development strategy. Constraints involve the lack of PPP-specific regulations, the preparedness of the public sector, and the integration of PPPs into development policies and strategies.

Nevertheless, the Tourism Transformation Council and Ethiopian Tourism Organization have shown political commitment, which could potentially develop into a full-fledged dedication to adopting PPPs for sustainable tourism development. The study identified several areas where PPPs could be utilized in Ethiopia's tourism sector, such as marketing and promotion, community tourism, national park development and management, accommodation and other services, museums and cultural tourist facilities, human resource development, and the preservation and maintenance of historical buildings and monuments, as well as tourism infrastructure development. Operationally, the recently established Ethiopian Tourism Corporation has the potential.

2.8. Conceptual Framework

Several limitations make it difficult for cities to fund smart city initiatives. PPPs therefore provide a solution by utilizing the resources and experience of the private sector. Good communication is essential to PPP success and public support.

Stage 1: Planning and Development Stage

The public sector is responsible for establishing the vision and objectives of smart cities, selecting appropriate PPP projects (such as waste management and smart grids), and carrying out risk assessments and feasibility studies. Project management, financing, and technology know-how are all provided by the private sector. Further finds possible sources of income from the project's function. As part of the communication strategy, stakeholders (citizens, businesses, investors) will

receive clear and transparent messaging that addresses their concerns about data privacy and the project's impact while also emphasizing the positives of the project, which include enhanced infrastructure, sustainability, and job creation.

Stage 2: Partnership Formation Stage

This stage involves

- **PPP Model Selection:** This approach stresses taking into account variables such as project complexity, risk distribution, and intended results. Common models are Design-Build-Finance-Operate (DBFO) and Build-Operate-Transfer (BOT).
- **Negotiation of Contracts:** Establish performance metrics and communication channels, and clearly identify roles, responsibilities, and risk-sharing procedures.
- **Communication Strategy:** Make public the PPP agreement and the chosen private partner(s), provide an explanation of the reasoning behind the form of PPP that was selected and the distribution of risk, and keep lines of communication available to answer questions from stakeholders.

Stage 3: Project Implementation Stage

- **Joint Project Management:** When executing a project, the public and private sectors work together and constant contact to guarantee openness and resolve issues.
- **Citizen Engagement:** Use town halls and social media as communication channels to inform progress and provide chances for citizen input throughout the project lifespan.
- **Communication Strategy:** Provide regular updates to stakeholders on the status and accomplishments of the project; highlight creative solutions made possible by the PPP model; and highlight concrete advantages of the smart city project, such as reduced energy use and better traffic flow.

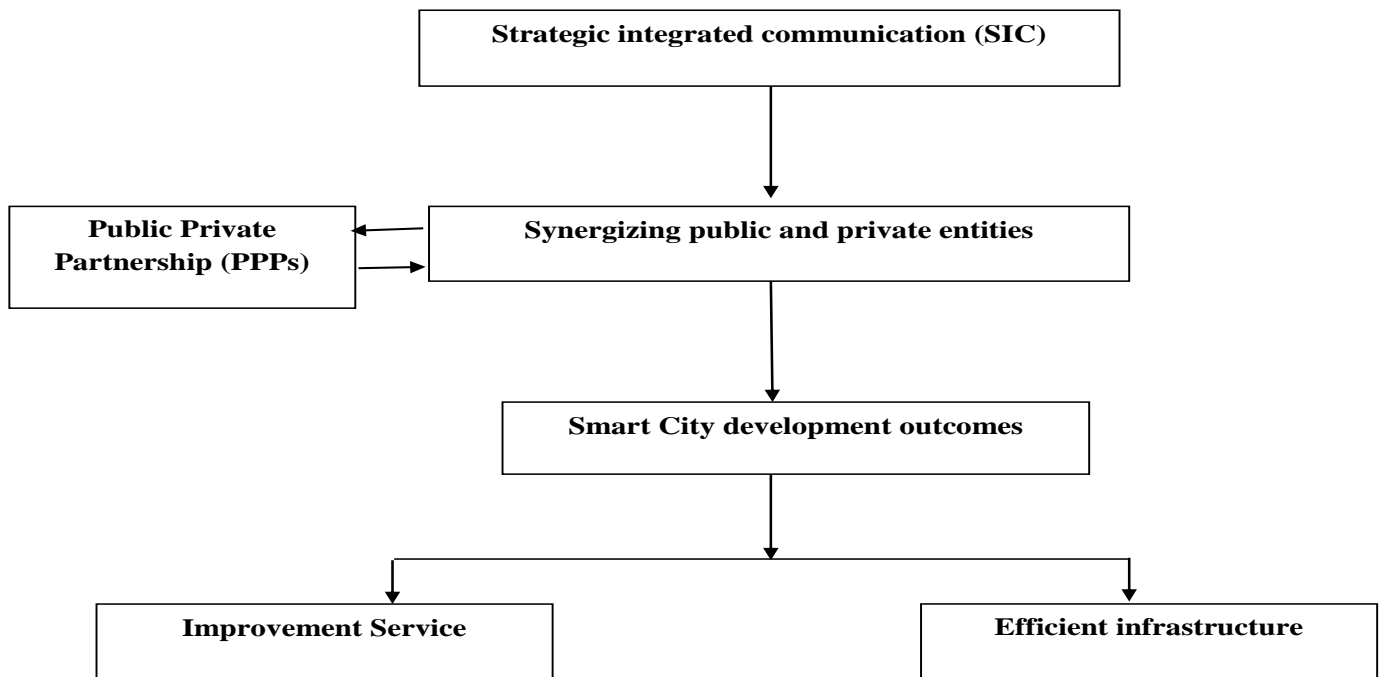
Stage 4: Project Monitoring and Evaluation:

- **Performance measurement:** Assess the social, economic, and environmental effects of the smart city effort and keep an eye on per-established key performance indicators (KPIs) to ensure project success.

- **Communication Plan:** Report evaluation results for the project to the relevant parties. Honor accomplishments, accept responsibility for lessons learned, and be open and honest about handling any unforeseen difficulties.

Smart city initiatives can be developed successfully by cities by utilizing the resources and experience of the private sector when a strategic communication plan is integrated into a PPP framework. Transparency and trust are fostered by open communication with all stakeholders, which eventually results in a more sustainable and livable urban environment.

Conceptual Framework



CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

In recent years, the concept of smart cities has gained significant traction as urban areas face increasing challenges related to population growth, infrastructure development, and resource management. Smart cities leverage technology and innovative approaches to enhance the quality of life for residents, improve public services, and foster sustainable economic growth. The Sheger Smart City project, situated in Ethiopia, embodies this vision, aiming to create a modern urban environment that integrates advanced technologies and public-private partnerships (PPPs) to address the needs of its inhabitants and attract investment.

This study seeks to explore the role of strategic communication in implementing PPPs within the Sheger Smart City initiative. Effective communication is essential for fostering collaboration between public and private stakeholders, ensuring transparency, and engaging the community in the development process. However, there are significant gaps in the current communication strategies employed by the Sheger City Administration, which may hinder the project's success.

3.1 Description of the Study Area

Sheger City was founded on October 22, 2022, with the objective of promoting urban growth around Addis Ababa to provide influence and financial advantages for dispersed small towns including Koyefeche, Burayu, Gelan, and Sebeta. The administration comprises 40 rural Kebeles, 36 districts, and 12 sub-cities, with its headquarters located in the Saris sector of Addis Ababa (Source: Kallacha Oromia, 2023).



Figure 3.1. Description of the Study Area

3.2 Research Approach

To achieve the objectives of this study, a mixed research approach was employed. This approach was selected for its methodological benefits and practical advantages. A mixed-methods research technique acknowledges the limitations inherent in any single method (Creswell, 2002). By combining various research methods, one can mitigate the biases present in any one method and offset or cancel out the biases of others (Yin, 2013). The study utilized a quantitative technique to collect data from employees using a questionnaire. Additionally, the data obtained from the quantitative approach was triangulated using qualitative methods. Therefore, the mixed-method approach was deemed essential to achieving the study's objectives.

3.3 Research Design

To address the study's research purpose, an exploratory research design was employed. This approach was chosen for several significant reasons. Firstly, exploratory research is well-suited for addressing specific research issues related to the current study. Ghauri & Gronhaug (2010) and Yin (2013) recommend using exploratory case studies for "how" and "what" research questions. Secondly, exploratory research draws information from various sources, including documents, archival data, interviews, firsthand observations, and tangible artifacts (Yin, 2013). This aids in addressing the qualitative component of the mixed-method approach. By triangulating the data, this design addresses concerns regarding the study's validity and reliability (Creswell, 2013).

3.3.1 Sampling and Sample Design

3.3.1.1 Target Population of the Study

The target population for this study includes various stakeholders and multiple sub-departments within the Sheger City Administration Headquarters. Specifically, the focus is on personnel working in the planning, investment, and communication bureaus, particularly communication officers. Additionally, participation from private investors who hold a majority share in the public-private partnership responsible for constructing the Sheger Smart City initiative was included. The experience of employees in the organization is crucial to understanding the research problem in more detail, including senior officials, employees, and private investors who are potential data sources.

3.3.1.2 Sampling Techniques

Employees from different departments as well as sub-cities participated in the study. A probability stratified random sampling technique was employed to select participants for questionnaires and focus group discussions. Trochim & Donnelly (2006) emphasized that stratified random sampling is preferable for research with participants from different departments, as it reduces bias and avoids skewing results by inadvertently selecting participants primarily from a few departments. It also allows for more powerful statistical tests due to consideration of departmental structure.

However, non-probability sampling was employed for selecting interviewees with higher officials and private investors for two key reasons. First, only a few departments and officials are assigned to provide relevant and in-depth information about the study topic. Second, the municipal administration does not have a large enough workforce to support the use of random sampling techniques at the top level. In qualitative research, the representativeness of the sample and sophisticated methods for creating a probability sample are not as critical (Creswell, 2013). Instead, qualitative sampling focuses on how the sample represents social life (Creswell, 2013; Yin, 2013).

Selection is based on participants' relevance to the research issue rather than their representativeness (Creswell and Yin, 2013). This indicates that the sample size for qualitative research is rarely predetermined and the broader group or community from which the sample is

drawn is not well understood (Yin, 2013). Therefore, participants were chosen based on their potential to provide sufficient, relevant, and high-quality information to offer fresh perspectives on the subject matter.

3.3.1.3 Sample Size

In addressing the examiner's comments regarding the sample size, the researcher determined a total sample size of **224 participants** based on the Yemane formula. This formula is beneficial in establishing a scientifically sound sample size to ensure representativeness and accuracy in research findings. The formula is expressed as:

$$n = \frac{N}{1 + N \cdot e^2} \quad n = 1 + N \cdot e^2$$

Where:

- n = required sample size
- N = total population size
- e = margin of error (expressed as a decimal)

In the context of this study, assuming a total population of **400** employees within the Sheger City Administration, with a desired margin of error of **0.05**, the calculation becomes: 200

To enhance the robustness of the research findings and include additional perspectives, **24** more participants were included, resulting in a total sample size of **224**. This larger sample size ensures greater representativeness and increases the reliability of the results, allowing for a more comprehensive understanding of the perspectives of various stakeholders involved in the Sheger Smart City initiative.

Sampling included four departments: communication, private investors, planning bureau, and public service within the head office, along with five selected sub-cities of the Sheger City Administration. These included the headquarters of Sheger City Administration, Sebeta sub-city, Gelan Guda sub-city, Furi sub-city, and Koye Feche sub-city. Community members and private investors were also included as participants in the study. A total of **168 employees** completed the questionnaire, and **17 employees** participated in focus group discussions. For the semi-structured interviews, **four participants** were chosen from the Sheger City Administration Head Office, with

two participants each from the Sheger City Investment Authority and the Sheger City Communication Bureau. Additionally, **five investors** were interviewed using non-probability convenience sampling.

3.4 Data Sources and Methods of Collection

3.4.1 Data Sources and Types

The study utilized both primary and secondary data sources. Primary data were collected through questionnaires, focus groups, and interviews. Secondary data were obtained from relevant documents available from various sources, both published and unpublished.

3.4.2 Methods of Data Collection

The study employed multiple data collection methods, including questionnaires, focus group discussions, interviews, and document analysis.

3.4.3 Tools of Data Collection

According to Cathrine (2007), the primary goal of conducting interviews is to gather in-depth information on participants' attitudes, perceptions, beliefs, behaviors, experiences, and opinions regarding the topic. Eriksson and Kovalainen (2008) suggest that semi-structured interviews are appropriate for "what"-focused research questions. Semi-structured interviews allow respondents to highlight themes and elaborate on subjects they consider significant, potentially yielding more trustworthy results. Interviews were conducted with investors (business owners) and higher authorities from the Sheger City Administration Headquarters, focusing particularly on the Investment and Industry Bureau and the Communication Bureau.

The objective was to evaluate higher-level officials' comprehensive information regarding the strategic communication framework's role in implementing PPPs in the Sheger Smart City project. Interviews were scheduled according to participants' availability, and semi-structured formats were used to collect accurate and reliable data. Questionnaires were a crucial instrument for collecting data from a large number of participants (Creswell, 2013). Pilot testing was conducted before distributing the questionnaire to participants. Based on feedback from the pilot test, some

questions were reorganized and modified to enhance clarity and understanding. Both open-ended and closed-ended formats were used to improve the comprehensibility, validity, and reliability of the data collected.

To triangulate the information obtained from interviews, documents were used as supplementary sources. This supports the conclusions drawn from interviews addressing research questions about the possibilities and challenges the organization faces. Creswell (2013) emphasizes that using documents for additional reasons allows verification or challenge of conclusions drawn from other data. This technique mitigates potential biases in interviews (Creswell, 2013). Data triangulation involves studying a fact or phenomenon using information from multiple sources (Yin, 2013).

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.1 Introduction

The presentation, analysis, and interpretation of the data gathered from study participants primary sources of information are the main topics of this section of the thesis. Furthermore, the researcher's own observations and the examination of documents were employed as secondary sources of information. Thus, through questionnaires and focus groups, information was gathered from a selected group of Sheger City Administration employees at the head office and in a sample of Sub Cities (Sebeta, GelanGuda, Furi, Gelan, and KoyeFeche Sub cities). Moreover, representatives from the investment and communication bureaus participated in semi-structured interviews. Furthermore, certain investors were interviewed.

4.2. Analysis of Results of the Questionnaire

4.2.1. General Information

i. Sex of Employees

Table 4.1: Sex of Employees

Sex	Frequency	Percent
Male	128	57.1 %
Female	96	42.9%
Total	224	100.0%

Out of the total number of participants in this survey, 128 employees (57.1%) were male. On the other hand, the data indicates that Sheger City Administration employs a significant proportion of female employees, comprising 42.9 % of the total workforce.

ii. Place of Work of Employees

Table 4.2: Place of Work

Place of Work	Frequency	Percent
Head quarter	36	16.07 %
Sebeta	37	16.51 %
GelanGudda Sub-City	36	16.7 %
Furi Sub-City	39	17.4 %
Gelan Sub-City	37	16.51 %
KoyeFache Sub-City	39	17.4 % %
Total	224	100.0%

The data was gathered from the head quarter of Sheger City Administration and five sub-cities within Sheger City Administration. The distribution of participants is as follows: 36 (16.07%) from the head quarter, 37 (16.51%) participants from Sebeta, 36 (16.7 %) participants from Gelan Gudda Sub-City, 39 (17.4%) participants from Furi Sub-City, 37 (16.51%) participants from Gelan Sub-City, and 39 (17.4%) participants from Koye Fache Sub-City, totaling 224 participants.

iii. Sector of Participants

Table 4.3: Sector of Participants

Sector	Frequency	Percent
Communication	68	30.35%
Private Investors	45	20.08 %
Planning Bureau	34	15.18%
Public Servants	21	9.37%
Community Members	56	25.0%
Total	224	100.0%

For this study, participants were drawn from several key sectors closely related to the research topic. The majority of participants were community members 56 (25.0%), followed by communication officers 68 (30.35%). Private investors made up 45 (20.08%) of the respondents, while planning bureau experts accounted for 34 (15.17 %). Public servants were the smallest group, representing 21 (9.37%) of the total.

iv. Number of Service Years Employees

Table 4.4: Number of Service Years

Number of Service Years	Frequency	Percent
1-5 years	92	41.1 %
6-10 years	104	46.4 %
11-15 years	28	12.5%
Total	224	100.0%

The analysis included workers with varying lengths of service years. Out of the total 224 participants, 41.1 % had worked for fewer than five years, 46.4 % had six to ten years of experience, and 12.5 % had eleven to fifteen years of experience.

V. Age of Employees

Table 4.5: Age of Employees

Number of Service Years	Frequency	Percent
18-30 years	64	28.6
31-40 years	100	44.6
41 & above	60	26.8
Total	224	100.0

The majority of participants, 44.6 %, are in the 31–40 age range. Additionally, 28.6 % are between the ages of 18 and 30, and 26. 8 % are 41 years and older.

4.2.2 Reliability Test

The Cronbatch’s alpha value of 7.12 indicates the reliability of the data is within acceptable range.

4.2.3. Communication Channels and Awareness

Table 4.6: Communication Channels and Awareness

Item	Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Mean Value
	No.	%	No.	%	No.	%	No.	%	No.	%	
I receive information about the Sheger Smart City Project from the city administration quite often	8	3.6	36	16.1	100	44.6	76	33.9	4	1.8	3.1
It is clear and easy to understand is the information provided about the Sheger Smart City Project	12	5.4	120	53.6	76	33.9	16	7.1	-	-	2.2
The sources of information about the Sheger smart city project are reliable	28	12.5	80	35.7	72	32.1	44	19.6	-	-	2.56

In response to frequency of information;33.9% agreed, and 1.9 % strongly agreed they receive information frequently, with an average score of 3.1, indicating moderate agreement. In relation to the clarity of Information about Sheger Smart City Project 53.6 % disagreed and 5.4 % strongly disagreed the information is clear, with a mean of 2.2, reflecting there is dissatisfaction. Concerning the reliability of sources information about Sheger Smart City Project;35.7 % disagreed, and 12.5 % strongly agreed the sources are reliable, with an average of 2.56, suggesting there is skepticism regarding reliability of sources of information.

Table 4.7: Primary Channels of Communication

Channel	Frequency	Percent
Staff Meetings	134	59.8%
Traditional Media	28	12.5%
New Media	30	13.4 %
Email/Newsletter	17	7.5%
Other Channels	15	6.7 %
Total	224	100.0%

59.8 % of participants identify staff meetings as the primary communication channel. Traditional media is used by 12.5%, new media by 13.4 %, email/newsletters by 7.5%, and other channels by 6.7 %.

4.2.4. Public Private Sector Engagement

Table 4.8: Public private Engagement

	Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Mean value
	No.	%	No.	%	No.	%	No.	%	No.	%	
The city administration listens to the concerns of the private sector regarding the project	4	1.8	28	12.5	84	37.5	72	32.1	36	16.1	3.42
The current collaboration between the public and private sectors for the Sheger Smart City Project is effective	56	25.0	84	37.5	72	32.1	12	5.4	-	-	2.1
The current communication strategy showcase the potential benefits of investing in the Sheger Smart City Project	68	30.4	120	53.6	32	14.3	4	1.8	-	-	1.85
I am confident that the current communication strategy is successful in attracting investment in the project	56	25.0	76	33.9	68	30.4	24	10.7	-	-	2.24

In response to the city administration's ability of listening to Concerns; 72 (32.1 %) agreed and 36 (16.1 %) strongly agreed that the city administration may listen to the private sector's concerns on the Sheger Smart City Project. With an average score of 3.42, the staff members' agreement that the city government pays attention to the private sector's problems is just somewhat higher.

In relation to the effectiveness of the Public-Private Collaboration of Sheger Smart City Project; 84 (37.5 %) disagreed that the existing public-private partnership for the Sheger Smart City Project is effective, while 56 (25.0 %) strongly disagreed. Only 12 (5.4%) of the workers, meanwhile, concur with this statement. The Sheger Smart City Project collaboration between the public and commercial sectors is less effective, as indicated by the mean value of 2.1.

Regarding the Showcasing Benefits investors in Sheger Smart City Project; 68 (30.4 %) participants strongly disagreed with the current communication strategy, which highlights the potential benefits of investing in the Sheger Smart City Project, whereas 120 (53.6%) employees disagreed. The Sheger Smart City Project's potential benefits are not as well-showcasing by the existing communication approach, as evidenced by the mean value of 1.85.

In response to Attracting Investment opportunity for Sheger Smart City Project; 76 (33.9 %) disagreed and 56 (25.0 %) strongly disagreed that the existing communication strategy is successful in generating investment for the project. The average score of 2.24 indicates a lower level of employee trust in the effectiveness of the communication plan the Sheger City Administration has in place for the planned smart city project.

4.2.5. Overall Communication

Table 4.9: Overall Communication

	Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Mean value
	No.	%	No.	%	No.	%	No.	%	No.	%	
The city administration's communication strategy about the Sheger Smart City Project is trustworthy	52	23.2	100	44.6	60	26.8	8	3.6	-	-	2.07
The current communication strategy is for the Sheger Smart City Project is effective	72	32.1	92	41.1	52	23.2	8	3.6	-	-	1.96

Regarding the trustworthiness of the communication approach used by the local administration, 100 people (44.6 %) disagreed and 52 people (23.2 %) severely disagreed. On the other hand, only 8 participants (3.6%) concurred that the city administration's communication strategy is reliable. This shows that participants do not trust the City Administration's communication approach, as indicated by the mean value of 2.07.

Concerning the effectiveness of the Sheger Smart City project's communication strategy, the majority of respondents (164, or 73.3%) expressed disagreement, with a mean score of 1.96 indicating that the plan is now less effective.

4.3 Results of Focus Group Discussion with Employees of Sheger City

Administration

For the focus group discussion, fourteen staff members from the Sheger City Administration Head Office were selected. The participants represented various departments: seven from the communication office and seven from the public service sector. They were divided into two focus group discussions (FGDs).

Both FGD groups were asked to discuss the following topics in brief:

- The clarity and transparency of the current communication practices regarding the project's goals, benefits, and investment opportunities.
- Optimization of communication for public-private partnerships (PPPs).
- Communication gaps between the public and private sectors and strategies to bridge them.
- Communication challenges in attracting investors.
- Tailoring communication to resonate with different investor groups.
- Concerns or questions from potential investors that are not being effectively addressed.

Results of the Focus Group Discussions

I. Clarity and Transparency of Communication Practices:

- **Communication Office:** Participants indicated that current communication practices lack clarity and transparency. There were concerns that the information provided about the Sheger Smart City Project's goals and benefits is often vague, leading to misunderstandings among stakeholders. They suggested that more detailed and regular updates are needed to improve transparency.
- **Public Service Sector:** Participants similarly expressed dissatisfaction with the clarity of the information shared. They felt that the communication often fails to address specific concerns of the public and lacks detail about investment opportunities. They recommended clearer and more frequent communication from the administration.

II. Optimization of Communication for PPPs:

- **Communication Office:** The group discussed the need for a more structured approach to communication with private sector partners. They suggested implementing dedicated channels for PPP communications and regular updates to keep all stakeholders informed about project progress and opportunities.
- **Public Service Sector:** They highlighted the importance of aligning communication strategies with the needs of both public and private sectors. They recommended developing targeted communication strategies that address the unique concerns and interests of each sector.

III. Communication Gaps between Public and Private Sectors:

- Communication Office: Participants identified significant gaps in communication between the public and private sectors. They noted that these gaps often lead to misunderstandings and delays in project implementation. They proposed establishing more formal communication channels and regular meetings to bridge these gaps.
- Public Service Sector: They agreed with the communication office's observations and emphasized the need for improved coordination and information sharing between the sectors. They suggested creating a joint task force to address and resolve communication issues.

IV. Challenges in Attracting Investors:

- Communication Office: The group acknowledged that attracting investors is challenging due to insufficient and unclear communication about the benefits and opportunities of the Sheger Smart City Project. They recommended enhancing the project's visibility through targeted marketing and outreach efforts.
- Public Service Sector: Participants noted that lack of effective communication strategies is a major barrier to attracting investors. They proposed developing a comprehensive investor engagement plan that includes clear information about project benefits and incentives.

V. Tailoring Communication to Different Investor Groups:

- Communication Office: The discussion highlighted the need for tailored communication strategies that address the specific interests of different investor groups. Participants suggested segmenting communication efforts based on investor profiles and customizing messages to meet their needs.
- Public Service Sector: They supported the idea of tailored communication and recommended conducting research to better understand the needs and preferences of various investor groups. They also suggested using multiple communication channels to reach different audiences effectively.

VI. Concerns or Questions from Potential Investors:

- Communication Office: Participants noted that many concerns or questions from potential investors are not being effectively addressed. They recommended setting up a dedicated support team to handle investor inquiries and provide timely responses.

- Public Service Sector: They agreed with the communication office's recommendations and suggested creating an FAQ section on the Sheger Smart City Project's website to address common investor questions and concerns.

4.3.1 Communication Channels and Strategies

The Sheger City Administration is committed to advancing the smart city initiative using both modern and traditional communication methods to ensure broad outreach. According to the focus group discussion (FGD) participants, the major communication efforts include:

1. **Social Media Platforms:** The administration actively uses platforms such as Telegram, TikTok, Facebook, and YouTube to engage with the community and disseminate information about the smart city project.
2. **Traditional Media:** To reach those who may not use social media or smartphones, the administration also employs print media. This includes brochures, leaflets, magazines, banners, and pamphlets.

Despite these efforts, the FGD participants expressed uncertainty about the specific communication strategies used by the Sheger City Administration. Observations reveal that there appears to be no formally developed communication strategy. However, the city administration is effectively reaching its target audiences, including private investors and the general public, by sending invitations to join, subscribe to, and follow their social media channels. It should be noted that while there are multiple Sheger City social media profiles, none are verified, which impacts the reliability of the information shared. This lack of verification suggests that the data disseminated through these channels may not be entirely reliable.

4.3.2 Strengths and Weaknesses of the Current Communication Strategies

Although Sheger City Administration is newly established and still in the process of refining its communication strategies, the focus group discussions highlighted several strengths and weaknesses based on current practices:

Strengths

Public Engagement: The Sheger City Administration has organized various public activities, including peace patrol missions, monthly sports campaigns, and environmental sanitation programs. These initiatives help in fostering community involvement and engagement.

Multilingual Communication: The administration effectively uses Amharic and Afan Oromo in its communications. However, considering the diverse investor base, there is potential for expanding this to include other languages to enhance collaboration with international investors.

Weaknesses:

Restricted Scope: The current communication strategy primarily relies on social media and digital platforms, which limits reach since not everyone has access to these channels. Incorporating traditional media such as broadcasts, newspapers, and community radio would address this limitation and reach a broader audience.

Unrealistic Expectations: The nature of smart city projects means that tangible benefits may take time to materialize. It is crucial to set realistic expectations to prevent frustration and manage public perception effectively.

Adaptation of Strategic Communication Framework: The Sheger City Administration is required to use the strategic communication framework prepared by the regional state and can only adapt it to its needs. This framework has led to the absence of an independently developed communication plan or verified social media accounts. Consequently, some reports may be inaccurate or misleading due to the lack of official verification.

4.3.3 Transparency and Clarity

The focus group discussions revealed significant gaps in how the Sheger Smart City Project communicates its aims, benefits, and investment prospects. The current communication efforts have led to misunderstandings about the project's scope, unclear implementation strategies, and technical complexity that is not well understood by lower-level staff and potential private sector partners.

To address these issues and enhance transparency and clarity, the following strategies can be considered:

Develop Clear and Compelling Investment Materials: Craft detailed brochures, presentations, and website content that explicitly outline the project's goals, benefits, and expected outcomes. This will help potential investors and stakeholders grasp the project's value more effectively.

Plan Roadshows for Investors: Organize face-to-face meetings and presentations with prospective investors to directly address their concerns and provide detailed answers to their questions. This personalized approach can build trust and clarity.

Collaborate with Reputable Institutions: Partner with established organizations such as international development banks to lend credibility to the project. Their involvement can enhance the project's legitimacy and attract more serious investment.

Provide Examples of Successful Smart Cities: Share case studies of other smart city projects that have demonstrated significant returns on investment. This can help illustrate the potential success of the Sheger Smart City Project and its benefits.

Explain Risk Mitigation Techniques Clearly: Outline strategies for managing potential risks, including currency volatility and political instability, to reassure investors about the project's resilience.

The focus group participants identified several key areas that potential PPP partners find crucial:

Emphasize Robust Data Governance Framework: Clearly articulate the project's security protocols, data privacy guidelines, and oversight procedures to address concerns about data management and protection.

Encourage Strategies for Inclusive Development: Share plans for ensuring equitable access to technology, skill-building initiatives, and affordable housing to demonstrate the project's commitment to inclusive growth.

Highlight Measures of Environmental Sustainability: Describe the project's goals for green infrastructure, sustainable waste management, and renewable energy integration to appeal to environmentally-conscious investors.

Showcase Partnership with Local Talent: Highlight collaborations with local academic institutions, research centers, and private sector businesses to build local expertise and support.

Provide a Detailed Implementation Plan with Phased Checkpoints: Break down the project into manageable phases, each with specific deadlines and deliverables, to show a clear roadmap for progress.

Place a Focus on Transparency and Accountability Mechanisms: Demonstrate a commitment to independent oversight, anti-corruption measures, and good governance to build confidence among investors.

By addressing these communication challenges, the Sheger Smart City Project can better attract investment and achieve its ambitious goals.

4.4 Results of a Semi-Structured Interview with Sheger Smart City

Communication Office Officials

The semi-structured interview with officials from the Sheger Smart City Communication Office focused on key aspects related to the communication goals and vision of the Sheger Smart City Project. The interview aimed to explore the current state of Sheger City's communication practices, the challenges and efforts involved in reaching out to investors, the communication strategies employed by the administration, and the level of cooperation and support between the Sheger City Administration and its stakeholders.

Key Findings:

- I. **Communication Goals and Vision:** The officials outlined the communication goals and vision of the Sheger Smart City Project, emphasizing the initiative's aim to position Sheger as a forward-thinking urban center. They highlighted the importance of transparent and effective communication in promoting the project's objectives, benefits, and investment opportunities.

- II. Current Communication Practices: The current communication practices were described as relying heavily on traditional channels, with limited integration of modern digital platforms. Officials acknowledged the need for a more robust communication strategy that incorporates both traditional and new media to reach a broader audience.
- III. Challenges in Reaching Out to Investors: Key challenges identified include a lack of clear and consistent messaging, limited engagement with potential investors, and the absence of a well-defined communication strategy. Officials noted difficulties in effectively communicating the project's benefits and addressing investor concerns due to these challenges.
- IV. Communication Strategies: The Sheger City Administration has employed a range of communication strategies, but there is room for improvement. Current strategies involve basic outreach efforts, with a focus on direct communication and traditional media. The officials recognized the need for a more comprehensive approach that includes targeted investor outreach, enhanced digital presence, and strategic partnerships.
- V. Cooperation and Support: Cooperation between the Sheger City Administration and stakeholders has been generally positive, though there are areas for improvement. The officials emphasized the importance of strengthening partnerships with both public and private sector entities to enhance the overall effectiveness of the communication efforts.

The interview provided valuable insights into the current communication landscape of the Sheger Smart City Project and highlighted areas where strategic improvements could be made to better support the project's goals and engage with investors effectively.

4.4.1 Sheger Smart City Project Vision and Communication Goals

The Sheger City Administration is committed to effectively communicating the vision and goals of the Sheger Smart City Project. The communication strategy aims to enhance public understanding, address new policies, and clarify any ambiguous aspects of the project. The specific communication objectives for attracting investment into the project include:

Establishing a Modern and Timely Communication System: Implementing an effective communication system to ensure a clear and efficient flow of information between the government and the public, thereby promoting Sheger City's vision and updates.

Achieving High Performance by 2030: Ensuring that by 2030, Sheger City residents have a comprehensive understanding of the government's position and progress towards prosperity, fostering public support and engagement with the project.

To align these objectives with the broader goals of the Sheger Smart City Project, several activities are underway, including:

- **Establishing Well-Capacitated Offices:** Developing and staffing communication bureaus and other relevant offices to support the project's communication efforts.
- **Developing Strategies and Guidelines:** Creating comprehensive strategies, manuals, and guidelines to streamline communication processes and ensure consistency in messaging.
- **Formulating Policies:** Implementing policies to guide communication practices and address emerging challenges, ensuring that the project's objectives are effectively communicated to all stakeholders.

By focusing on these activities, the Sheger City Administration aims to enhance the clarity and effectiveness of its communication, thereby supporting the overall success of the Sheger Smart City Project.

4.4.2 Current Communication Practices

The Sheger City Administration has faced challenges in developing a well-organized communication strategy. Despite this, several efforts have been undertaken since the city's establishment to improve communication:

Traditional Channels: Press releases have been issued across various media platforms, including print media such as Kallacha Oromia magazine, broadcast media, and digital platforms.

Digital Media: The administration utilizes social media platforms including Facebook, Instagram, TikTok, LinkedIn, and YouTube.

Investor Engagement: Investors' forums and conferences have been organized to promote opportunities and foster relationships.

These efforts have contributed to a peaceful environment within the city and encouraged public participation in various investment activities, such as cow fattening, milk production, horticulture, and city farming. The administration has also established a youth organization called 'GachenaSirna,' which assists in community mobilization and other activities.

Additionally, the Sheger City Administration has undertaken several initiatives to enhance communication and facilitate collaboration between the public and private sectors:

International Exposure: Officials, including communication staff, have been sent to other countries to learn best practices and engage with potential investors.

Bazaars: Various bazaars have been organized to promote investment opportunities.

Promotional Content: Documentaries have been aired to showcase the Sheger Smart City Project.

Sheger Investment Group: This group has been established and effectively communicated to the public.

Despite these efforts, the administration faces challenges such as a lack of sufficient media outlets to effectively promote and inform residents and stakeholders about the city's progress.

4.4.3 Investor Outreach and Challenges

Sheger City Administration is open to engaging with investors who are committed to the Sheger Smart City project, provided they meet specific preconditions:

Alignment with Objectives: Investors should align with the objectives set by the city administration.

Partnership with Local Farmers: Investors must be prepared to work in partnership with farmers within Sheger City.

Commitment to Sustainable Development: Investors are expected to prioritize sustainable development and green initiatives.

Job Creation: Investment should create job opportunities for local citizens, ensuring fair labor practices.

Adoption of New Technologies: Investors should introduce and adapt new technologies and best practices.

Participation in City Farming: Investors should be open to participating in city farming activities.

Zero Tolerance for Corruption: Investors must uphold a zero-tolerance policy towards corruption.

The city administration faces several challenges in its investor outreach efforts:

Lack of Commitment and Motivation: There is a lack of commitment and motivation from various stakeholders, including employees.

Resistance to Change: Some resistance to change is encountered.

Disinterest in Technology: There is a lack of interest and reluctance towards technology-related tasks.

Limited Effort in Reaching International Investors: Efforts to reach international investors have been inadequate. The city administration is preparing to develop a dedicated platform to address this.

Communication Shortages with Local Investors: There is a shortage of communication with local investors due to insufficient manpower. The administration is working on hiring additional staff to overcome this challenge.

4.4.4 Communication Strategies

Currently, Sheger City Administration does not have a well-formatted communication strategy. However, officials have indicated that the preparation of such a strategy is underway. The focus is on developing a structured and comprehensive approach to communication that aligns with the objectives of the Sheger Smart City Project.

4.4.5 Collaboration and Support

Sheger City Administration is actively working to build strong collaboration and support mechanisms from various stakeholders to advance the Sheger Smart City Project. The following activities have been undertaken to foster engagement and cooperation:

Public Meetings: The administration organizes town halls and community forums to directly engage with the local population and gather feedback.

Community Outreach Programs: Initiatives are in place to involve the community in decision-making processes and to communicate project updates.

Public Discussions: Regular discussions are held with the public in common meeting spaces to provide information and address concerns.

These efforts are aimed at enhancing transparency, building trust, and ensuring that the community is actively involved in the development of the Sheger Smart City Project.

4.5 Results of Interview with the Higher Official of Sheger City Administration Investment Bureau

The higher official from the Sheger City Administration Investment Bureau was interviewed to provide insights into the main challenges and opportunities for securing private funding for the city's smart city initiatives. The discussion covered several key areas: the frameworks or policies supporting public-private partnerships (PPPs), the role of PPPs in Sheger City's smart city initiatives, collaboration with other municipal departments, the appeal of the project to investors, risk mitigation strategies, and the application of findings from the study on public-private partnerships in city development.

Frameworks and Policies: Currently, the Investment Bureau continues to use previous policies, as no new policies have been released. The existing framework supports public-private partnerships, but there is a need for updated policies to better align with the current requirements of urban development projects.

Role of Public-Private Partnerships: The official emphasized that public-private partnerships play a crucial role in utilizing the existing PPP environment to support Sheger Smart City projects. The city administration is actively sending representatives to other countries to share experiences and attract foreign investors.

Communication Strategy: At present, the Sheger City Administration's communication bureau operates under the direction of the Oromia communication office. There is no formal structure for strategic communication specific to Sheger City. Additionally, the communication bureau is not yet collaborating with other municipal agencies, as it is still in the early stages of development.

Appeal to Investors: The official highlighted that Sheger Smart City's proximity to Addis Ababa, along with existing infrastructure such as development lanes, a railway station, and proximity to Bole Airport, makes it an attractive investment opportunity.

Risk Mitigation and PPP Success: To ensure the success of PPPs in the Sheger Smart City Project, the city administration is working closely with regional and national government organizations. This collaboration aims to minimize and mitigate risks, ensuring a secure environment for investors and protecting their investments.

Challenges and Opportunities: The official noted that, as of now, no significant challenges have been encountered in securing private funding for the smart city projects. However, there is considerable potential to attract a substantial number of investors.

Conclusion: The official concluded that private investor participation is essential for the successful development of the city. By improving collaboration, updating policies, and enhancing communication strategies, the Sheger Smart City Project aims to create a robust environment that attracts and retains private investment.

4.6. Results of Interview with the Higher Official of Sheger City

Administration Investment Bureau

The higher official from the Sheger City Administration Investment Bureau was interviewed to provide insights into the main challenges and opportunities for securing private funding for the

city's smart city initiatives. The discussion covered several key areas: the frameworks or policies supporting public-private partnerships (PPPs), the role of PPPs in Sheger City's smart city initiatives, collaboration with other municipal departments, the appeal of the project to investors, risk mitigation strategies, and the application of findings from the study on public-private partnerships in city development.

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Conclusion: The official concluded that private investor participation is essential for the successful development of the city. By improving collaboration, updating policies, and enhancing communication strategies, the Sheger Smart City Project aims to create a robust environment that attracts and retains private

4.7. Results of Interviews with Investors

Due to the limited number of investors currently involved in the Sheger Smart City Project, it was challenging to locate and interview them. However, some investors were identified through visits to their workplaces. They were asked to provide their perspectives on several key topics, including the accessibility of information about the Sheger Smart City Project, their understanding of the project's objectives, advantages, and investment opportunities, the effectiveness of the administration's communication with the private sector, their confidence in the current communication strategy, and the capacity of Sheger City officials to address their concerns.

Information Accessibility: Investors reported that information from the Sheger City Administration is shared irregularly through office visits and some social media channels. They noted a significant lack of clear and comprehensive information regarding the project's objectives, benefits, and investment opportunities. Much of the information available to them has been informal and based on hearsay and rumors.

Information Sufficiency: The investors highlighted that the amount of information they receive from the Sheger City Administration is inadequate. The information provided is significantly less than what is needed at this stage, and much of it comes from unreliable social media sources rather than official channels.

Effectiveness of Communication: The investors found it challenging to assess the effectiveness of the Sheger City Administration's communication with the private sector. This difficulty arises from the absence of clear guidelines and methods for evaluating the administration's communication efforts. As a result, it is hard for them to gauge the implementation levels and overall effectiveness of these interactions.

Confidence in the Project’s Success: Investors expressed that, despite some optimism, there are numerous tasks remaining to boost investor confidence and awareness. They indicated that the current state of the Sheger Smart City initiative is insufficient to fully inspire investor confidence. The project is still in its early stages, and many investors are not yet familiar with it. The Sheger City Administration's communication office is expected to initiate a substantial awareness-raising campaign to address this gap.

Capacity to Address Concerns: Regarding the administration’s capacity to address investor concerns, investors noted a shortage of dedicated staff to handle their issues. Despite this, the existing office staff are making efforts to perform to the best of their abilities given the limited resources.

To compare and contrast the two ideas—Sheger City Investment and Industry Bureau Promotional Plan and the Communication Bureau Report—and to adjust the research document review, we can analyze them based on their objectives, strategies, strengths, weaknesses, and areas for improvement.

i. Objectives

The Investment and Industry Bureau Promotional Plan and the Communication Bureau Report share a common goal of enhancing Sheger City's development, but they approach this objective from different angles. The Investment and Industry Bureau focuses on attracting both local and foreign investors by promoting investment projects and showcasing opportunities through various promotional methods. In contrast, the Communication Bureau aims to improve the effectiveness of communication within the city administration by addressing systemic obstacles, enhancing governance, and boosting employee motivation. While these two bureaus have distinct objectives, they are likely interconnected, as effective communication can play a crucial role in attracting and supporting investors.

ii. Strategies

The Investment and Industry Bureau Promotional Plan and the Communication Bureau Report outline distinct strategies for achieving their respective objectives. The Investment and Industry

Bureau focuses on external engagement, employing tactics such as preparing and distributing promotional literature, organizing special visits and investor forums, developing media scripts and advertisements, leveraging modern tools for promotion, and utilizing diaspora networks. In contrast, the Communication Bureau Report emphasizes internal communication management, conducting a SWOT analysis to evaluate existing strategies, identifying strengths in collective planning and motivation, and highlighting weaknesses in addressing systemic problems, monitoring, and skill development.

iii. Strengths

The Investment and Industry Bureau Promotional Plan and the Communication Bureau Report highlight distinct strengths in their respective areas. The Investment and Industry Bureau's strengths include a comprehensive approach that encompasses literature preparation, media engagement, and digital promotion. Additionally, the plan emphasizes the use of modern tools and diaspora networks to facilitate global promotion and attract investors. Moreover, the Investment and Industry Bureau outlines specific strategies aimed at attracting and retaining investors. In contrast, the Communication Bureau Report recognizes the efforts of its team in planning and collective activities, and it highlights the strong leadership that has aligned communication work with the needs of both the government and the public.

iv. Weaknesses

While both the Investment and Industry Bureau Promotional Plan and the Communication Bureau Report demonstrate strengths in their respective areas, they also exhibit certain weaknesses. The Investment and Industry Bureau Promotional Plan lacks specific details regarding evaluation metrics and the effectiveness of its promotional activities. Additionally, the plan does not explicitly address internal communication challenges within the bureau itself. On the other hand, the Communication Bureau Report fails to recognize the full scope of its communication activities and neglects to address issues related to good governance. Furthermore, the report highlights ineffective communication methods, a lack of monitoring systems, and an insufficient focus on employee skill development and waste reduction.

v. Contrast

The Investment and Industry Bureau Promotional Plan and the Communication Bureau Report diverge significantly in their focus and scope of activities. The Investment and Industry Bureau primarily concentrates on external engagement, aiming to attract investors through a variety of promotional strategies. In contrast, the Communication Bureau Report is concerned with internal communication management, focusing on improving the performance and efficiency of communication within the city administration. The Investment and Industry Bureau Promotional Plan encompasses a wide range of promotional activities, including the preparation and distribution of literature, media engagement, and digital marketing. On the other hand, the Communication Bureau Report highlights specific internal communication challenges, such as the need for better strategic alignment and improved employee management.

4.8. Document Review

The Sheger City Investment and Industry Bureau Promotional Plan outlines a comprehensive approach to attracting local and foreign investors through various promotional activities, including literature preparation, investor visits, and digital marketing. The plan emphasizes the importance of clear and structured communication about investment opportunities and the need to utilize modern tools and diaspora networks effectively.

In contrast, the Communication Bureau Report (2015 E.C.) focuses on improving the internal communication performance of the Sheger City Administration. It identifies strengths in collective planning and motivation but also highlights significant weaknesses, such as the failure to address systemic communication issues, ineffective use of existing methods, and lack of monitoring and skill development.

Strengths Identified:

The Investment and Industry Bureau's plan provides a detailed framework for promoting investment and engaging with various stakeholders.

The Communication Bureau Report acknowledges the efforts of leadership and the motivation to align communication activities with governmental needs.

Weaknesses Identified:

The Investment and Industry Bureau's plan does not provide specific evaluation metrics or address internal communication challenges.

The Communication Bureau Report reveals gaps in recognizing all communication activities, addressing good governance problems, and implementing effective monitoring and skill improvement systems.

Recommendations for Integration:

The Investment and Industry Bureau should incorporate evaluation metrics and feedback mechanisms into their promotional plan to assess the effectiveness of their strategies.

The Communication Bureau should focus on improving internal communication systems, establishing monitoring frameworks, and enhancing employee skills to support the successful implementation of the promotional plan.

Both plans should be aligned to ensure cohesive external and internal communication strategies, enhancing overall effectiveness and stakeholder engagement.

Integrated Research Result

Investment and Industry Bureau Promotional Plan: Seeks to attract and retain local and foreign investors by promoting investment opportunities, enhancing visibility, and leveraging various promotional tools.

Communication Bureau Report: Aims to enhance internal communication management within Sheger City Administration, improving overall performance, addressing systemic issues, and aligning communication strategies with governmental and public needs.

Strategies:**Investment and Industry Bureau Promotional Plan:**

Preparation of Promotional Materials: Develops literature and media scripts to promote investment opportunities.

Investor Engagement: Organizes special visits, forums, and exhibitions to engage investors.

Modern Promotion Tools: Utilizes digital tools, social media, and diaspora networks for broader reach.

Advisory Services: Provides guidance and facilitates discussions between stakeholders.

Communication Bureau Report:

SWOT Analysis: Evaluates the strengths, weaknesses, opportunities, and threats related to communication within the administration.

Strengths: Highlights collective planning and leadership motivation.

Weaknesses: Identifies gaps in recognizing communication activities, addressing governance issues, and establishing effective monitoring systems.

Strengths Identified:

Investment and Industry Bureau Promotional Plan:

Comprehensive Approach: Encompasses a range of promotional activities, from literature to digital marketing.

Global Reach: Leverages modern tools and diaspora networks for investment promotion.

Communication Bureau Report:

Leadership and Motivation: Acknowledges the efforts of leadership and their alignment with government and public needs.

Planning: Strong in planning and organizing communication activities.

Weaknesses Identified:

Investment and Industry Bureau Promotional Plan:

Lack of Evaluation Metrics: The plan lacks specific metrics to evaluate the effectiveness of promotional activities.

Internal Communication Challenges: Does not address internal communication challenges within the city administration.

Communication Bureau Report:

Systemic Issues: Fails to fully address systemic communication problems and good governance issues.

Monitoring and Skill Development: Lacks effective monitoring systems and focus on skill development and waste reduction.

Comparison and Contrast:

Focus Area:

Investment and Industry Bureau: Focuses on external engagement with investors and promotion of investment opportunities.

Communication Bureau Report: Focuses on internal communication management and performance improvement within the administration.

Scope and Activities:

Investment and Industry Bureau: Includes diverse promotional activities such as media scripts, investor visits, and digital marketing, with a strong emphasis on attracting investment.

Communication Bureau Report: Concentrates on evaluating internal communication strategies, leadership effectiveness, and identifying weaknesses in the communication system.

Integration Needs:

Alignment of Objectives: The promotional plan should align with the communication strategy to ensure consistent messaging and effective engagement with both internal and external stakeholders.

Evaluation and Feedback: Both plans should incorporate mechanisms for evaluating effectiveness and gathering feedback to improve strategies and address weaknesses.

Adjusted Recommendations for Integration:

1. Enhanced Evaluation Metrics:

Incorporate evaluation metrics and feedback mechanisms in the Investment and Industry Bureau Promotional Plan to assess the impact of promotional activities and ensure alignment with communication goals.

2. Address Internal Communication Challenges:

The Investment and Industry Bureau should collaborate with the Communication Bureau to address internal communication challenges and improve coordination between promotional activities and internal communication management.

3. Strengthen Monitoring and Skill Development:

The Communication Bureau should focus on establishing robust monitoring systems, improving employee skills, and addressing systemic communication issues to support the effective implementation of the promotional plan.

4. Unified Strategy:

Develop a unified communication and promotional strategy that integrates external investor engagement with internal communication improvements, ensuring cohesive and effective communication across all levels of the administration.

By integrating these approaches, Sheger City Administration can enhance its overall effectiveness in both promoting investment opportunities and managing internal communication, leading to better outcomes and more successful implementation of its initiatives.

Document Review: Communication Bureau Report (2015 E.C.)

Objective: The Communication Bureau Report aims to evaluate and improve the performance of the communication functions within Sheger City Administration, focusing on enhancing overall communication effectiveness and addressing systemic challenges.

Key Findings:

Strengths:

Leadership Efforts: The management shows commitment to planning and executing communication activities effectively, aligning with government and public needs.

Weaknesses:

Recognition and Strategy: The report identifies gaps in recognizing and implementing communication strategies and addressing good governance issues.

Monitoring and Evaluation: There is a lack of established systems to monitor communication effectiveness and evaluate results.

Skill Development: Insufficient attention to identifying and improving employee skills and addressing inefficiencies in communication practices.

Conclusion: The report highlights the need for improved recognition of communication activities, better monitoring and evaluation systems, and enhanced skill development to address internal communication challenges and support effective administration.

Document Review: Communication Bureau Report (2015 E.C.)

Objective: Evaluate the effectiveness of communication within Sheger City Administration, aiming to improve performance and address systemic issues.

Key Findings:

Strengths:

Leadership Commitment: Strong leadership efforts in planning and executing communication activities.

Weaknesses:

Recognition and Strategy: Inadequate recognition and implementation of communication strategies.

Monitoring and Evaluation: Lack of established systems for monitoring and evaluating communication effectiveness.

Skill Development: Insufficient focus on improving employee skills and addressing inefficiencies.
Conclusion: The report underscores the need for better recognition of communication efforts, improved monitoring and evaluation systems, and enhanced skill development within the communication bureau.

Investment Bureau Promotional Plan

Objective: Promote investment opportunities in Sheger City to local and foreign entrepreneurs through various activities and strategies.

Key Components:

Promotion Activities:

Literature Preparation: Create and distribute promotional materials.

Investor Visits and Forums: Organize special visits, entrepreneur forums, and exhibitions.

Media and Digital Promotion: Prepare media scripts, utilize modern tools, and engage in global promotion.

Diaspora Engagement: Leverage Ethiopian embassies and diaspora networks for promotion.

Advisory Services: Provide advisory services to clients and stakeholders.

Strategies:

Develop and implement investment promotion strategies.

Conduct community and global promotions using various media channels.

Facilitate joint discussions between private companies and entrepreneurs.

Conclusion: The plan focuses on broadening investment outreach through comprehensive promotional activities, media engagement, and strategic partnerships with local and international stakeholders.

Comparative Analysis

Similarities:

Goal Alignment: Both documents aim to enhance the effectiveness of Sheger City's initiatives—one through improved communication and the other through investment promotion.

Focus on Improvement: Each document identifies areas needing improvement: the communication report highlights internal weaknesses, while the promotional plan outlines strategies to enhance external investment outreach.

Differences:

Scope and Focus:

The Communication Bureau Report centers on internal communication effectiveness, leadership, and systemic challenges within the administration.

The Investment Bureau Promotional Plan focuses on external engagement strategies to attract and retain investors through various promotional activities.

Action Areas:

Communication Bureau Report: Emphasizes improving internal processes, monitoring, and employee skill development.

Investment Bureau Promotional Plan: Focuses on external promotion, media strategies, and diaspora engagement.

Integration Potential: To create a cohesive approach:

Leverage Strengths: Utilize the communication bureau's leadership commitment to enhance the execution of the investment promotional activities.

Address Weaknesses: Apply insights from the communication report to refine promotional strategies, including better monitoring and evaluation of promotional efforts and addressing skill gaps in the communication team.

Unified Strategy: Develop a comprehensive strategy that combines internal communication improvements with external investment promotion, ensuring that promotional efforts are well-coordinated and effectively communicated both within and outside the administration.

By integrating insights from both documents, Sheger City Administration can enhance overall effectiveness in both internal communication and investment promotion, leading to a more robust and cohesive strategy for achieving its objectives.

4.9 Discussion of Findings of the Study

Objective:

To identify and analyze key communication gaps and challenges between the public and private sectors hindering effective public-private collaboration in the Sheger Smart City Project.

To integrate the strategic communication framework with the Sheger Smart City Project's governance structure and implementation plans.

To evaluate the impact of the strategic integrated communication framework on enhancing public-private collaboration and supporting the development of the Sheger Smart City Project.

To determine challenges in attracting both domestic and global investors.

Findings:

1. Current Communication Practices:

Methods Used: The Sheger City Administration employs a mix of modern (social media platforms like Telegram, TikTok, Facebook, YouTube) and traditional communication methods (brochures, leaflets, print media).

Internal Communication: Communication with employees is limited to staff meetings, contributing to issues with information sharing.

Transparency Issues: Social media platforms lack verification, leading to issues with transparency and trust.

2. Effectiveness of the Communication Strategy:

General Ineffectiveness: The current communication strategy is not effective in showcasing investment benefits or gaining trust from employees and investors.

Feedback from Participants: Many respondents disagree with the effectiveness of the strategy and highlight significant problems that hinder buy-in from staff and potential investors.

3. Promotional Efforts:

Traditional and Digital Channels: The administration has used press releases, print media, and investor forums to promote the city, contributing to a peaceful environment and fostering public engagement in local investments.

Youth Mobilization: Efforts include mobilizing youth through the GachenaSirna structure and encouraging local investment in various sectors.

4. Challenges in Communication:

Understanding and Implementation: There are issues with understanding the advantages of the project, uncertainty in implementation, technical jargon, and private sector involvement.

Recommended Actions: Develop clear investment materials, plan investor roadshows, collaborate with reputable institutions, and explain risk mitigation techniques.

5. Investor Engagement:

Investment Bureau Insights: The Investment Bureau's promotional plan includes preparing literature, organizing visits and forums, using media, and engaging the diaspora.

Challenges: Lack of clear information, reliance on hearsay, and insufficient interaction guidelines have been noted.

6. Higher Official Insights:

Challenges and Opportunities: The Investment Bureau is working with regional and national organizations to mitigate risks and secure private funding. The proximity to Addis Ababa and existing infrastructure are seen as advantages.

7. Current State and Future Actions:

Ongoing Efforts: Despite the lack of a well-formatted communication strategy, the administration is working on its preparation and collaborating with stakeholders through public meetings and community outreach.

8. Investor Confidence:

Challenges Identified: The study reveals a shortage of investor involvement due to unclear project objectives and communication issues. However, investors remain hopeful about the project's success, though much work is still needed to address these challenges.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Summary of the Findings of the Study

The study aimed to understand the Sheger Smart City Project by analyzing current communication channels and strategies, identifying obstacles to attracting both domestic and foreign investors, and optimizing communication practices for effective engagement through a strategic PPP communication framework.

5.1.1 Current Communication Practices

The Sheger Smart City Project faces significant communication challenges:

- **Information Gap:** There is insufficient information reaching stakeholders, including employees, investors, and the public. The available information is often unclear and confusing.
- **Unreliable Communication Channels:** The city administration relies on unverified social media platforms and lacks a dedicated project website, making it difficult to differentiate official information from unreliable sources.
- **Absence of Communication Strategy:** The current communication approach lacks structure and a defined plan for engaging stakeholders.
- **Limited Transparency:** Project goals, benefits, implementation details, and current status are not clearly communicated, leading to a lack of understanding and trust.

These issues result in:

- **Confusion and Misunderstanding:** Stakeholders are unsure about the project's purpose and impact, which may hinder development.
- **Technical Inefficiency:** Lack of clear communication leads to technical inefficiencies in project execution.
- **Minimized Private Sector Involvement:** Potential private sector partners are hesitant to invest due to unclear information about the project's benefits.

Although the administration has attempted to improve communication through public engagement programs and overseas visits, these efforts have been insufficient.

5.1.2 Private Sector Engagement

- Challenges in attracting private sector investment include:
- Internal Resistance: Employees may lack commitment or resist change, negatively impacting project implementation.
- Skill Shortage: There may be a shortage of skilled personnel necessary for effective project execution.
- Unclear Communication: The benefits of private sector involvement are not effectively communicated, leading to a lack of investor confidence.
- Absence of Communication Framework: There is no defined communication plan for public-private partnerships, which hinders collaboration and creates a disconnect between the city administration and potential investors.

Despite the administration's efforts to foster collaboration through public meetings, community outreach, and international delegations, these initiatives are not sufficiently addressing the underlying communication issues.

5.1.3 Challenges Associated with Communication Practices

The Sheger Smart City Project faces hurdles in forming effective public-private partnerships due to:

- Information Blackout: There is a lack of clear information at all levels, and the absence of policies and supporting documents creates confusion and distrust among potential private sector partners.
- Communication Gap: The city administration lacks a defined communication framework for PPPs, resulting in ineffective collaboration and information sharing.
- Untrustworthy Communication Channels: Reliance on unverified communication platforms further undermines trust with potential investors.
- Skill Shortage: Insufficient manpower complicates the successful formation of PPPs.

These issues contribute to hesitation among potential private sector partners due to the lack of clarity, transparency, and trust in the project.

5.2 Conclusion

1. **Fundamental Communication Flaws:** The Sheger Smart City Project's potential is hampered by a fundamental flaw in communication. Key issues include an information gap for stakeholders and an overreliance on unverified social media platforms. The absence of a dedicated communication strategy and limited transparency regarding the project's goals and implementation details contribute to a shroud of secrecy and distrust. This confusion about the project's purpose leads to inefficiencies and hinders progress.
2. **Private Sector Hesitation:** The project could benefit greatly from private sector involvement, but communication gaps are impeding progress. Internal resistance, skill shortages, and an unclear message about the project's benefits are creating a lack of confidence among potential investors. Additionally, the absence of a dedicated communication framework for public-private partnerships (PPPs) is causing a disconnect between the city administration and potential collaborators. Despite efforts such as public meetings and overseas visits, these communication issues are limiting the project's ability to attract crucial investment.
3. **Strategic Communication Deficiencies:** The Sheger Smart City Project's success through public-private partnerships (PPPs) is currently stifled by a lack of strategic communication. The project suffers from a lack of transparency, unclear information, and the absence of a defined communication framework. This creates a communication gap between the public and private sectors. Reliance on unverified communication channels and a shortage of skilled personnel further undermines trust and discourages potential investors.

5.3 Recommendations

To address the identified communication issues and unlock the Sheger Smart City Project's potential, the following recommendations are proposed:

Develop a comprehensive communication strategy:

- Internal communication: Implement training programs and foster open dialogue to address employee concerns and resistance. Equip staff with the skills and understanding necessary for successful project implementation.
- Public-private communication framework: Create a dedicated communication plan for public-private partnerships (PPPs). This plan should outline clear messaging, communication channels, and strategies to address potential investor concerns.

Enhance transparency and trust:

- Highlight PPP benefits: Clearly communicate the advantages of private sector involvement, such as job creation, technology transfer, risk mitigation, and shared expertise. Utilize a mix of communication channels, including a dedicated project website, verified social media platforms, and targeted outreach programs.
- Establish clear policies and strategies: Develop and disseminate policies, strategies, and supporting documents that outline the project's goals, benefits, and implementation plans.

Improve communication channels:

- Dedicated project website: Create a dedicated website providing clear information on project goals, benefits, implementation plans, and private sector opportunities.
- Verified social media channels: Utilize verified social media platforms to disseminate updates and engage with stakeholders.
- Traditional communication channels: Shift focus from unverified social media to established channels such as community radio, television, and in-person public forums.

Organize targeted outreach programs:

- Workshops and targeted outreach: Organize workshops and targeted outreach programs to engage the private sector and address knowledge gaps.
- Multilingual communication: Ensure communication is accessible to diverse populations by providing information in multiple languages.

Establish data sharing and feedback mechanisms:

- Data sharing and feedback: Create mechanisms for data sharing and feedback through designated channels like online portals to build trust with PPPs by ensuring their concerns are heard and addressed.

Invest in employee training programs:

- Employee training: Invest in training programs to bridge the skills gap and prepare the workforce for effective collaboration.

Foster transparency and open dialogue:

- Public forums and workshops: Implement regular communication channels such as public forums, workshops, and online resources to outline project goals and partnership opportunities. Clearly define roles and responsibilities for all stakeholders, including government, private entities, and citizens, through well-defined contracts and communication materials.

Learn from past successful PPP projects:

- Incorporate best practices: Learn from successful communication strategies employed in past PPP projects in Ethiopia to inform the development of a transparent, inclusive, and adaptable communication framework.

By prioritizing clear communication, building trust, addressing internal capacity issues, and learning from successful practices, the Sheger City Administration can foster effective public-private partnerships and advance the Sheger Smart City Project towards achieving its ambitious goals.

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APPENDIX

Appendix 1: Focus Group Discussion Questions for Sheger City Administration Employees on Sheger Smart City Project Communication

Introduction

- Thank you for participating in this focus group discussion.
- Today's discussion is about communication strategies used to engage local and international investors in the Sheger Smart City Project.
- Your insights will be valuable in improving communication practices and attracting investment.

1. Communication Channels and Strategies

- 1.1.Can you describe the communication channels currently used by the Sheger city administration to inform the public and private sectors about the Sheger Smart City Project? (e.g., websites, social media, press releases, town hall meetings)
- 1.2.How effective are these channels in reaching your target audiences (local residents, domestic investors, and international investors)?

2. Strengths and Weaknesses

- 2.1.What are the strengths and weaknesses of the current communication strategies used for the project?
- 2.2.Are there any communication gaps between the public and private sectors? If so, how can these gaps be bridged?

3. Challenges in Attracting Investors

- 3.1.In your experience, what communication challenges are there in attracting investors to the Sheger Smart City Project?
- 3.2.Are there any concerns or questions from potential investors that are not being effectively addressed?

4. Clarity and Transparency

- 4.1.How clear and transparent is the current communication about the project's goals, benefits, and investment opportunities?

4.2.How can communication be improved to build trust and confidence among potential investors?

5. Optimizing Communication for PPPs

5.1.How can an integrated communication framework that utilizes various channels be most effective in promoting Public-Private Partnerships (PPPs) for the Sheger Smart City Project?

6. Targeted Communication:

6.1.How can communication be tailored to resonate with different investor groups (domestic vs. international)?

6.2.What information would be most valuable to potential PPP partners?

7. Additional Questions:

7.1.Do you have any other suggestions for improving communication strategies to attract investment in the Sheger Smart City Project?

7.2.What are your hopes for the future of the project?

Thank you again for your participation. Your insights will be used to develop a more effective communication strategy for the Sheger Smart City Project

Appendix 2: Semi-structured Interview Guide for Higher Officials of Sheger City Administration on Sheger Smart City Project Communication

Introduction:

- Thank you for taking the time to speak with me today.
- This interview is about the communication strategies used to engage local and international investors in the Sheger Smart City Project.
- Your insights will be invaluable in improving communication practices and attracting investment.

1. Project Vision and Communication Goals:

1.1.Can you elaborate on the overall vision and goals for the Sheger Smart City Project?

1.2.How does effective communication contribute to achieving these goals?

1.3.What are the specific communication objectives for attracting investment in the project?

1.4.How do these objectives align with the broader goals of the Sheger Smart City Project?

2. Current Communication Practices

2.1. Can you describe the communication channels currently used by the Sheger city administration to reach target audiences for the project? (e.g., websites, social media, presentations at conferences)

2.2.How is the effectiveness of these channels measured?

2.3. How does the current communication strategy facilitate collaboration and information exchange between the public and private sectors regarding the project?

2.4.Are there any challenges in ensuring both sectors are well-informed and engaged?

3. Investor Outreach and Challenges

3.1.What types of local and international investors are you aiming to attract for the Sheger Smart City Project?

3.2.How are you tailoring communication strategies to resonate with these different investor groups?

3.3.What are some of the key concerns or questions you encounter from potential investors?

3.4.How is the city administration addressing these concerns through communication?

4. Optimizing Communication for PPPs

- 4.1. How can an integrated communication framework that utilizes various channels be most effective in promoting Public-Private Partnerships (PPPs) for the Sheger Smart City Project?
- 4.2. What role can data and analytics play in optimizing communication for PPP development?

5. Metrics and Evaluation

- 5.1. How will the success of the communication strategy be measured in attracting investment and fostering PPPs?
- 5.2. What are the plans for ongoing evaluation and improvement of communication practices for the project?

6. Future Communication Strategies:

- 6.1. Are there any new or innovative communication strategies you envision for the Sheger Smart City Project moving forward?
- 6.2. How can communication be leveraged to ensure the project's long-term success?

7. Collaboration and Support:

- 7.1. What type of support or collaboration from different stakeholders (government agencies, private sector partners, etc.) would be most beneficial in enhancing communication for the project?

Conclusion:

- Thank you again for your valuable time and insights.
- Your input will be crucial in developing a more effective communication strategy to attract investment and ensure the success of the Sheger Smart City Project.

Appendix 3: Questionnaire for Employees of Sheger City

The purpose of this questionnaire is to collect data for gaining insights for a study that attempts to develop a communication framework that effectively promotes Public-Private Partnerships (PPPs) for the Sheger Smart City Project. The result of the study has great importance in suggesting possible solutions to the encountered problem. So add your contributions by being concerned and responsible in all your responses for the fruitfulness of the study.

Note

- ✓ Any of your information or suggestions will be kept secret and used for research purpose only.
- ✓ Do not write your name on the questionnaire.
- ✓ Give appropriate answer to the following questions by writing in space provided and by marking “√” in the box.

Part I: General Information

1. Sex _____
2. Place of work
A. Sub city _____ B. Woreda _____
3. Sector and position at which you are currently working
A. Sector _____ B. Job title _____
4. Number of years you have worked in the same or related sector
A. 1-5 years C. 11-15 years
B. 6-10 years D. 16 years & Above
5. Age
A. 18-30 C. 41 and above
B. 31-40
6. Educational level
A. Certificate/TVET/ C. Masters
B. Degree D. If other specify _____

Part 2: Communication Channels and Awareness

5= strongly agree, 4= Agree, 3= Undecided, 2=Disagree, 1= Strongly disagree

		1	2	3	4	5
2.1	I receive information about the Sheger Smart City Project from the city administration quite often					
2.2.	It is clear and easy to understand is the information provided about the Sheger Smart City Project					
2.3	The sources of information about the Sheger smart city project are reliable					

2.4. Select the primary channels you use to receive information about the project (Select all that apply):

- Internal emails
- Staff meetings
- Project website
- Internal newsletters
- Other (Please specify): _____

2.5. Are there any additional communication channels you would like to see used to share information about the Sheger Smart City Project? If so, please specify.

Part 3: Public-Private Sector Engagement

5= strongly agree, 4= Agree, 3= Undecided, 2=Disagree, 1= Strongly disagree

		1	2	3	4	5
3.1	The city administration listens to the concerns of the private sector regarding the project					
3.2	The current collaboration between the public and private sectors for the Sheger Smart City Project is effective					
3.3	The current communication strategy showcase the potential benefits of investing in the Sheger Smart City Project					
3.4	I am confident that the current communication strategy is successful in attracting investment in the project					

3.5. In your experience, what are some of the biggest challenges in fostering collaboration and information exchange between the public and private sectors for the project?

3.6. Please provide any additional comments or suggestions you may have for improving communication strategies for the Sheger Smart City Project. (Open ended)

Part 4: Overall Communication

		1	2	3	4	5
4.1	The city administration's communication strategy about the Sheger Smart City Project is trustworthy					
4.2	The current communication strategy is for the Sheger Smart City Project is effective					

4.3. Please provide any additional comments or suggestions you may have for improving communication strategies for the Sheger Smart City Project.

Thank you for your participation!

Appendix 4: Semi-structured Interview Guide for Higher Officials of Sheger City

Administration

Introduction:

Thank you for taking the time to speak with me today.

This interview is about the communication strategies used to engage local and international investors in the Sheger Smart City Project.

Your insights will be invaluable in improving communication practices and attracting investment.

1. In your opinion, what are the main obstacles and chances to draw in private funding for Sheger City's smart city initiatives?
2. What frameworks or current policies does the investment office have in place to help PPPs for projects involving urban development?
3. How can the "Public-private partnership in city development" help Sheger smart city projects make better use of the current PPP environment?
4. A "strategic integrated communication framework" is the key issue of this study. How can a framework like this be put into place to convince prospective private investors of the advantages of PPPs for Sheger smart city projects?
5. How can the investment office work with other municipal departments to guarantee a consistent messaging strategy to draw private funding for smart city initiatives?
6. From an investment perspective, what are the most attractive features of Sheger smart city projects for potential private partners?
7. What are some of the risk mitigation strategies the investment office uses to ensure the success of PPPs in smart city projects?
8. How can the findings from the 'Public private partnership in city development' be used to inform the development of specific investment packages for Sheger smart city projects?
9. What are your expectations on the overall success towards attracting private investment for Sheger's smart city development?

Appendix 5: Semi-structured Interview Guide for Investors in Sheger City Administration

Introduction:

Thank you for taking the time to speak with me today.

This interview is about the communication strategies used to engage local and international investors in the Sheger Smart City Project.

Your insights will be invaluable in improving communication practices and attracting investment.

1. How often do you receive information about the Sheger Smart City Project from the city administration?
2. To what extent do you feel well-informed about the project's goals, benefits, and investment opportunities?
3. Do you think Sheger city administration's communication with the private sector regarding Sheger smart city project is effective?
4. Are you confident that the current communication strategy is successful in attracting investment in the project?
5. How do you evaluate the overall flow of communication within the Sheger city administration regarding the Sheger Smart City Project?
6. Do you get sufficient information about the Sheger Smart City Project? If so how reliable are these sources of information?
7. How do you measure the city administration ability to listen to the concerns of the private sector regarding the project?
8. The current communication strategy showcases the potential benefits of investing in the Sheger Smart City Project.