

**PRIVATE PUBLIC PARTNERSHIPS AND PROJECT PERFORMANCE OF
COMMERCIAL STATE CORPORATIONS IN KENYA**

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D53/CTY/PT/25881/2013

**A RESEARCH PROJECT PRESENTED TO THE SCHOOL OF BUSINESS IN
PARTIAL FULFILLMENT OF MASTER OF BUSINESS ADMINISTRATION
(PROJECT MANAGEMENT) DEGREE,
KENYATTA UNIVERSITY**

AUGUST 2021

DECLARATION

I declare that the work is my original and has not been submitted for any academic award in any other university. This project should only be reproduced with the authority of the writer or/and Kenyatta University.

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ACKNOWLEDGEMENT

I wish to acknowledge God Almighty for strength and grace throughout my academic journey. I also would wish to acknowledge my family and friends for their love and support during the times I was undertaking my studies. Their continuous motivation has been a strong pillar which has propelled me forward especially in those times that the journey was tough. Lastly, I would like to appreciate the Kenyatta University body for giving me the chance to study in the institution. Particularly, I would like to thank my supervisor Ms. Gladys Kimutai, for her continued commitment and guidance enabling me work on my research project. May God bless you all.

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ABBREVIATIONS AND ACRONYMS

ADB	-	Asian Development Bank
AFC	-	Agricultural Finance Corporation of Kenya
ANOVA	-	Analysis of variance
DBFMO	-	Design, Build, Finances, Maintain and Operate
GDP	-	Gross Domestic Product
ICDC	-	Industrial and Commercial Development Corporation
IDB	-	Industrial Development Bank
NGOs	-	Non-Governmental Organizations
OECD	-	Organization for Economic Co-operation and Development
PPOA	-	Public Procurement Oversight Authority
PPPRs	-	Public Private Partnership Regulations
PPPs	-	Public Private Partnerships
RDT	-	Resource Dependence Theory
ROA	-	Return on Assets
ROE	-	Return on Equity
ROI	-	Return on Investment
ROK	-	Republic of Kenya
ROS	-	Return on Sales
SCAC	-	State Corporations Advisory Committee
SPbEM	-	Sustainability Performance-based Evaluation Model
SPSS	-	Statistical Package for Social sciences
USAID	-	United States Agency for International Development
VFM	-	Value for Money

OPERATIONAL DEFINITION OF TERMS

Accountability: Refers the process of identifying, measuring and communicating economic information to permit informed and rational decisions to be made.

Commercial State Corporations: These refer to government owned companies, boards or organizations which help the government to run essentials functions of the government and provide very important services to citizens.

Financial Contribution: This refers to the direct transfer of funds, such as grants, loans, and equity infusions, or the potential direct transfer of funds or liabilities, such as loan guarantees.

Project Performance: This refers to the accomplishment of a given project measured against preset goals, objectives or known standards of accuracy, completeness, cost, and time.

Public Private Partnerships: This refers to the collaboration between a government agency and a private-sector company that can be used to finance, build, and operate projects, such as public transportation networks, parks, and convention centers.

Risk Mitigation: Refers to the process of identifying loss exposures faced by an organization and selecting the most appropriate techniques for treating such exposures.

Technical Skills: They refer to practical abilities and knowledge needed to perform specific tasks in a specific project.

ABSTRACT

Implementation of the public private partnerships is characterized by challenges like supplier identification, supplier selection and evaluation, due diligence supplier performance management and supplier relationship management. Building of these partnerships is also faced by challenges such as finding the right partners and the right shared problem with the right timing and level of resources, as well as collaboration across institutional cultures and process, all of which make partnerships difficult to facilitate. In addition, creating and maintaining partnerships between state corporations and private enterprises are very time intensive and at times have an uncertain payoff. The objective of this research was to study public private partnerships and project performance of Kenyan commercial state-owned corporations. The study was anchored on the resource dependence theory, bureaucratic and the stakeholder theory. The researcher used a descriptive approach with the population consisting of all 32 Kenyan corporations which are commercial and operating in Kenya. The researcher applied purposive sample technique and sampled 3 management staff from every institution totaling 102 participants. Primary data was collected from the study objects by way of questionnaires. The data was analyzed by means of frequencies, descriptive and inferential statistics. Descriptive measures used in this research included frequencies, percentages, means and standard deviation. Inferential findings in the research included correlation analysis and multiple regression analysis. From the findings technical skills, financial contribution, risk mitigation and accountability were key determinants of project performance. Correlation findings show that the association between project performance and financial contribution, risk mitigation and accountability was strong and positive. Regression findings indicated that there is a significant and positive link amid project performance and financial contribution, risk mitigation and accountability. It can be concluded that Kenyan commercial state corporations had put in place financial contribution, risk mitigation and accountability measures and such measures were important in determining project performance in the institutions. On technical skills, the researcher recommends that the management of public private partnerships should ensure they source for the most economical technical expertise in fields where required in carrying out corporation's projects so as to achieve high output level. On financial contribution, the researcher recommends that the government provides financial support for feasibility analysis to check viability of the corporation's projects so as to empower them to do it effectively. On risk mitigation, the researcher recommends that public private partnerships should involve specialists in carrying out risk analysis before any corporation's project undertakings are carried out. On accountability, the researcher recommends that more transparency measures be incorporated in public private partnerships so as to enhance accountability. The researcher recommends an alternative study be done in other institutions for instance in the Kenyan private sector perhaps applying the same factors used in this study so as to find out whether the outcomes will be consistent in a different setting.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

During the last decade, variations in strategic view of global development have caused Public Private Partnerships (PPPs) to be a normal component of growth and development (Strakexgroup, 2014). Globalization, more incorporation of states, canvas agreements with private charities, global public benefit institutions, Non-Governmental Organizations (NGOs) and multinational companies, along with acknowledgement that nations cannot address challenges/issues by themselves only, all lead to agreement of the requirement to function closely with private entities. Partnerships facilitate public entities to handle matters linked with development anchoring modern resources, skills and market based methodologies that can offer better supportable results. Even though not an answer to every development challenge, PPPs are presently viewed as a probable tactic to deal with strategic problems leveraging the resources of a variety of players in innovative techniques to arrive at superior development results (USAID, 2011).

Having been anchored on a background of inadequate national resources and capabilities, innovative agreements that unite entities from business, national and civil society are growingly being advocated for as a apparatus for enhancing productivity and driving growth in the agriculture and food sectors around the world (Brickell & Elias, 2013). Normally referred to as Public Private Partnerships (PPPs), these agreements are prevalent in such sectors as infrastructure, health and education and in the agricultural sectors in many countries (Boland, 2012). Public private partnerships therefore invariably accordingly unite the private and the open zones to profit by characteristic focal points connected with the private segment, for example, working productivity, quality and solid of administration, the utilization of cost-effective open administrations and capital, prevalent cash esteem, pass on certain dangers and vulnerabilities to the private area for straightforwardness (OECD, 2012).

Globally from 1985 to 2016, roughly 2,700 undertakings worth over \$1.1 trillion having been put in place and financed utilizing open, private and joint endeavors (Siemiatycki, 2017). Nations like Britain, Canada, Australia, India, South Africa, and Kenya have utilized such associations to get ready, account, work, and convey

monstrous open correspondences ventures. For example, in the U.S., PPPs were utilized during the 1950s and 1960s to persuade private dealings out in the open endeavors. The Reagan and Carter governments fortified them during the 1980s (Bult-Spiering and Geert, 2006). India is one of the developing countries that have rapidly expanding transportation PPP programs. The state took part in PPP projects between 1995 and 2016, using approximately US\$35.8 billion. The transport department was liable for about 90% of the whole worth and activities, with extensions and streets and representing about 54%, air terminals 17%, ports 20%, and railroads 2%. The principle type of such PPPs is the Built Operate and Transfer (Munya, 2017).

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In the context of Sub-Saharan Africa, PPP ventures esteem had expanded from under 0.1\$ billions as from 1995 to roughly 5\$ billion in 2004 (Asian Development Bank, 2010). In Kenya, foundation venture outperforming broadcast communications is for the most part moved by the open area. Right now, the third huge open account division is dispensed to physical foundation. By and by, absence of financing limit with respect to enormous foundation ventures has wound up in an expectation by the nations to support those tasks pictured in the Vision 2030 generally through PPPs, which give a huge view to private elements in Kenya (Kamau, 2016).

Functionally, the advantages of PPPs consist of benefits of efficiency; concentration on output; benefits created from assimilating the design, creating, funding and using of assets; inventive asset utilization; expertise in managerial skills; and better identification of projects (Boland, 2012). The advantages can accrue in a blend of greater and increased amenities for the same cost, and savings, which can be applied on other services or for additional investment in other places. Tactically, partnership agreements facilitate accountability by expounding on obligations and concentrating on the main expected accomplishments of a facility/service. A division's managerial

competence can profit in a great way as current divisional financial, human and management capabilities can be re-concentrated on functions of strategic nature (Kidenda, 2014).

1.1.1 Project Performance

Performance of projects has been defined as “the level of attainment of predefined specific aims or task”. It is inclined to the set goals or objectives which make up the constraints of the project (Hoseini, 2015). Performance of a project entails covering or going over and above stakeholders’ requirements and anticipations from a project. It invariably includes putting thought on three key components of project i.e. time, cost and quality (Lines. *et al.*, 2015). In today’s extremely rivaled and unclear corporate setting, the customer who is the key player, requires faster distribution of their project with initial beginning of the project, surety of performance in the basis of cost, quality and time, worth for financing for their investment, reduced acquaintance to uncertainty and early validation of plan and value or charge rate (Badewi, 2015).

Lemma (2014) claims that performance of projects in a single culture or nation setting is likely to experience different tribulations and have a distinct structure compared to projects in various contexts (Naoum, Fong & Walker, 2007). With regards to the Association of Certified Fraud Examiners (2010), performance is defined as the capability to work competently in an approach of making profit developed to counter threats and opportunities. In agreement with by Kandasamy (2008c) highlight that, performance is evaluated through the means of the well-organized institution, the application of its capabilities in attaining its goals. It is the extent of achievement by a person, procedure, institution or team. Underperformance, in numerous organizations, is caused by using assets that are not thriving (Abdul, Dzuljastri & Ferdous, 2013).

As postulated by Pincus (2009), measures of appropriate performance are those which help organizations to conduct their actions to attain strategic goals. Performance is evaluated through subjective and objective standards. Personal standards opinions consist of the procedure of gathering qualitative performance proof from small corporations with the reliability of the verification emanating from disparities in accounting approaches used by institutions. Lee *et al.* (2008c) suggest that objective performance levels entail the pointers like profit increase, productivity, earnings

increase, and return on utilized capital. Viswesvaran (2006) indicates supplementary financial performance standards to entails the value of investments which are long-term, substantial assets utilization, and financial reliability. He also depicts standards of do not constitute financial performances to comprise of; enticing capacities, invention, ability to foster, and sustain committed employees, quality of management, the quality of products and services, as well as societal, environmental and accountability (Viswesvaran, 2006).

Hoseini (2015) posits that project performance is faced by various problems (deficiency of quality, overrun of cost, delay of time) which are instigated in choice, preparation, implementation or monitoring stage of the project and further determinants. Richard (2012) has hypothesized that one of the chief causes of failure of projects in emerging nations ineffective preparation procedures. Preceding study works by (Dvir, Raz & Shenhar, 2003) have showed poor planning of project, design, implementation and control to be several causes for bad performance of projects in emerging nations.

1.1.2 Public Private Partnerships in Kenya

Public-private partnerships (PPP) were established in the United Kingdom, where they typically referred to as the Public Finance Initiatives (PFI). Public-private partnerships are currently being endorsed globally as the solution for capital investment in the public sector. Kenya is among the nations where this idea is currently energetically motivated by the administration. Public-Private Partnership (PPP) encompass public and private sector players functioning together on the foundation of common goals, approaches and pre-established standards of monitoring and evaluation (Brickell & Elias, 2013).

Private-public Partnership Regulations (PPPs) were at first pitched in Kenya on tenth March 2009, to improve monetary motivating forces, empowering speculation and money age, therefore pooling various impacts (Kamau, 2016). PPPs are exercises in the midst of the national and private organizations with the essential objective of getting speculation and adequacy in the open foundation move, collective administrations, and other connected courtesies (Tokudo, 2015). With respect to Thai (2009), PPPs are game plans where the private elements structure, plan, look after,

assets, and run foundation resources regularly gave by the open part. These accords have characteristics of disconnecting speculations, prizes, vulnerabilities, and obligations between the two substances (Strakexgroup, 2014).

On technical skills, conferences on open private aptitudes prerequisites might be fundamental in illuminating piece of the difference issue by confronting government ventures with input from ventures and by placing elements accountable for a portion of the mastery approaches they profit by. Specifically, these motivating forces can (UKCES, 2011). The private segment assumes an essential job in a few territories in encouraging aptitudes development including; support in open private discourses to encourage the meaning of as of now required abilities, expanding relating aptitudes supply, foreseeing future aptitudes prerequisites and modifying aptitudes generation in like manner; Present preparing in work environments through taking part in professional preparing and instruction via position or training plans; transferring continuous preparing of the workforce through private activities or affecting open foundations and projects; Establishing one of a kind, sectorial plans including the administration, undertakings and instructive organizations to provide food for explicit circumstances. These jobs are coordinating, in this manner being considered as a major aspect of a comprehensive abilities methodology supported for by the (OECD, 2012b).

On financial contribution, nonexistence of financial capability hinders a lot of governments' capacity to counter requirements attributed to their nationwide systems (Bertsch *et. al*, 2015). So as to make important developments in various sectors/ areas, regimes could be forced to take into account substitute approaches like Public Private Partnerships in order to match their obligations and needs. Launching PPPs alongside the private sector specifically organizations which own valuable material and financial capabilities and know-how can help states to increase and enhance the quality of amenities and services therefore achieve its objectives (Mwangi, 2011).

Risk mitigation is the process of identifying loss exposures faced by an organization and selecting the most appropriate techniques for treating such exposures (Saunders & Cornett, 2016). The overall risk management process should be comprehensive embodying all departments/sections of an institution so as to create a risk mitigation culture. Moeller (2012), claims that the process of mitigation of risk entails four steps

which include the identification of potential losses, evaluation of possible losses, selection of appropriate techniques of risk management as well as catering for loss exposures in addition to executing and controlling the risk management agenda.

With respect to the provision of public infrastructure in PPPs, it is clear that the public is the end user of the infrastructure and related services and hence would require accountability in the execution of such projects. The attribute of accountability is present if information is not kept hidden between the accountant and accountee (Mbugua, 2013). Accountability is essential in providing information to stakeholders within and outside the institution. It entails the identification, determining, and communicating financial information to facilitate rational and informed decision making. Accountability is the final liability for the failure or success of an institution (Viswesvaran, 2011).

The main problems that demanded the publication of Public Procurement Oversight Authority PPOA, (2013) are augmented needs for excellent and reasonably priced amenities from residents. These amenities consist of, however aren't restricted to mobility, sewerage and water, telecommunications, electricity and services of social nature; the requirement to offer a new-fangled capital source for essential projects infrastructure; the requirement to minimize state autonomous loans and linked uncertainties; the requirement to steer the formation of local, non-short term financing market; the requirement to make use of private sector efficiencies in providing services to the public; the requirement to enlarge the economy and arouse creation of jobs and finally the requirement to upsurge excellence of public facilities to citizens of Kenya and the requirement to assure investments continuousness (Strakexgroup, 2014).

1.1.3 State Owned Corporations in Kenya

A government-owned establishment is a lawful body formed by the state or national authority to embark on profitable undertakings on its behalf and can also be defined as a national or state corporation which is governed/controlled by the state so as to give essential services of the government (Miring'u & Muoria, 2009). The rudimentary services that the state has to give are so huge because of the country's big population. According to the Presidential Taskforce on Parastatal Reforms Report (2013) Kenyan

state-owned corporations were reclassified as 55 with 34 being commercial and 21 being strategic commercial corporations (ROK, 2013). However, 2 of the corporations do not have their operations in Kenya.

Kenyan state owned corporations were initially formed by former foreign administrations (colonialists) to deliver facilities/services that weren't given by the private entities (SCAC, 2010). Furthermore, there was the feeling that government institutions were placed better to deal with the mistreatment and exploitation of customers. Infrastructural amenities, for example airlines, telecommunications, railways, post and ports were included in this group. Boards of marketing of crops were likewise formed by whittsettler agriculturalists with a vision to marketing their harvest. The bulk of the establishments looked like cooperatives to a huge level for the reason that they possessed representation of farmers in the boards of directors (Murage, 2010).

Before independence, the colonial government executed the Swynnerton Plan to create an advanced collection of African middle-class farmers. Thus, current advertising sheets rebuilt to work for enormous amounts of smallholders. Extra sheets like the seed showcasing board, the cotton build up board, and the tea headway Authority of Kenya, were framed to offer development (ROK, 2010). Since little horticultural ranchers utilized the vast majority of Africans in pilgrims' estates and the open part staff, the organization required to back their agrarian, business, and private modern venture through Parastatals. These comprised of: The Kenyan horticultural financing enterprise, the assembling and monetary advancement company just as the modern improvement bank (Atieno, 2009).

However, even if the state owned corporations were all in all fruitful in the 1960s and 1970s, several, for example the Agricultural Finance Corporation, started facing liquidity challenges when politically connected farmers, with big ranches, got financing with deficient collateral and constantly shirked on repayments (SCAC, 2010). After the state attained its freedom, the government of Kenya formed same state owned institutions with the objective of providing services which by nature are anticompetitive, Africanizing the area, and ensuring that local revenue was transferred. Intrinsically, the growth of Kenyan state owned corporations can be credited to economic besides social and political goals. Miring'u and Muoria (2009)

posit that since there was a scarcity of native businesspersons with satisfactory capital and skills during freedom, the state deliberated that it was essential to get involved internally economically instead of being dependent on foreign capital through the help of state owned corporations.

1.2 Statement of the Research Problem

In Kenya, the Vision 2030 (2008 – 2030) which purposes to change Kenya to a middle level income economy by 2030 stresses the necessity for PPP in the advancement and management of projects in the public sector. The need for public facilities and services is growing and public sector capital is in short supply to cover this demand causing an unmanageable investment gap (Kamau, 2016). To address this paucity, the state is opting for PPPs (Strakexgroup, 2014). With the help of the PPPs, the state is capable of minimizing the financing gap in state corporations and the public sector (Kamau, 2016). The state has also generated a quicker and bigger pipeline of investments in infrastructure and covering with the deficit in infrastructure with about US\$ 2 to 3 billion/year. With the help of PPPs, the state has capability to exploit competences of private sector to grow the efficiency of services in the public sector (Kidenda, 2014).

However, there are challenges in putting the PPPs in place which may include; identification, selection, evaluation, due diligence, management of performance and management of their relationships. According to Ahmed (2010), creating partnerships involves a weighty amount of hindrances like getting the correct partners and the true common challenge with the right scheduling and extent of resources, in addition to cooperation across organizational cultures and procedure, all of which cause difficulty in facilitation partnerships. Forming and sustaining partnerships amidst government businesses and private institutions is very time consuming and sometimes have an unclear return (Kirira, 2011). This hence brings in the question on whether PPPs lead to better project performance in State Corporations and as such the researcher endeavors to study the influence of PPPs on performance of projects for Kenyan commercial state corporations.

Several studies have been done on public private partnerships. Barrera-Osorio, Galbert, Sabarwal and Habyarimana (2015) studied the influence of public-private

partnerships on performance of private school which was data from a randomized controlled experiment in Uganda and found that the program productively took in huge quantities of entitled students in secondary schools and that their performance in contributing schools was meaningfully better. Mugisa (2009) studied the influence of public-private partnership on delivery of health services efficiency in Uganda, Kasese District and discovered that Ugandan Government by PPP gave out grants totaling to 18.4 % of the budget of hospitals throughout the eleven years. Wibowo and Alfen (2013) did a research on the influence of financing of projects for PPP infrastructure on growth of the economy and the findings indicated that there was an affirmative association amidst financing of PPP infrastructure and growth of the level of GDP. Benon and Mbabazize (2016) studied the impact of involvement of private sector in performance of public private partnerships in projects involved in housing construction in Kigali and the outcomes uncovered a functioning, positive and critical connection in the midst of specialized aptitudes, financial commitment, chance mitigation, obligation, and lodging ventures execution.

Nevertheless, although the research works were contributory in creation of important milestones in the context researched on, they weren't done in Kenyan state owned corporations. In addition, none of the reviewed studies applied technical skills, financial contribution, risk mitigation and accountability as a portfolio independent variable for PPPs but rather, the researchers used only one variable in the respective studies. This gap is what the researcher solved by investigating public private partnerships and project performance in profit-making state-owned corporations in Kenya.

1.3 Research Objectives

1.3.1 General Objective

The main goal of this research was to study the effect of public private partnerships and project performance in commercial state-owned corporations in Kenya.

1.3.2 Specific Objectives

The research was anchored on these objectives:

- i. To investigate the effect of technical skills on project performance in commercial state-owned corporations in Kenya.
- ii. To examine the effect of financial contribution on project performance in commercial state-owned corporations in Kenya.
- iii. To assess the effect of risk mitigation on project performance in commercial state-owned corporations in Kenya.
- iv. To determine the effect of accountability on project performance in commercial state-owned corporations in Kenya.

1.4 Research Questions

The researcher sought to answer the following research questions:

- i. What is the influence of technical skills on project performance in commercial state-owned corporations in Kenya?
- ii. How does financial contribution affect project performance in commercial state-owned corporations in Kenya?
- iii. What is the relationship between risk mitigation and project performance in commercial state-owned corporations in Kenya?
- iv. What is the influence of accountability on project performance in commercial state-owned corporations in Kenya?

1.5 Significance for the Study

The results of the research aided in recognizing gaps in public private partnerships and project performance in the Kenyan public sector. The researcher also trusts that priceless benefits to the managing authorities and those mandated to run state corporations will surface therefore guaranteeing enhanced corporate governance and eventually guarantee achievement of the organizational goals. The research will furthermore increase the current knowledge concerning public private partnerships and might create knowledge to connect public private partnerships with performance of projects which might lead policymakers in resource planning in the organizations. Scholars and researchers who would like to do more studies on public private partnerships and project performance will also find the study beneficial.

1.6 Scope of the Study

Thirty-two commercial corporations of state functioning in Kenya were considered as the study populace elements. The research was conducted in 2019 and was limited to the objective of the study. The specific variables include; technical skills, financial contribution, risk mitigation and accountability as determinant variables with project performance being the response variable.

1.7 Limitations of the Study

The main limitation of this was the stringent bureaucracies which were found in government institutions. To address this the researcher obtained clearance from the relevant authorities before getting to the respondents due to the rules and regulations. In addition, the researcher armed himself with a letter of introduction as he approached the respondents. Lack of cooperation from the respondents in providing replies to the questions found therein the tool which the deemed private was also a limitation. To address this, the researcher informed the respondents that the purpose of asking them to provide responses was purely for this research and would not be used in any other way. The researcher also experienced delays when responding to research tool by those who chose to participate in the research. To address this, the researcher made follow up phone calls to the respondents to prompt and encourage the respondents to fill the tool for data collection.

1.8 Organization of the Research

The first chapter of this investigation gives information of the foundation of the study information, research problem, study aims, significance as well as the scope of the investigation, delimitations, and limitation of the study. The second chapter outlines and explains theoretical and pragmatic literature and reviews linked to the research. The prototypical elucidated in the study works are the source reliance philosophy, scientific model as well as the participant hypothesis. The third section describes the project strategy, target group, population, tools for data assortment in addition to analysis data procedure, legitimacy, reliability, ethical issues, and analysis of data.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter gives detail of the models/theories that inform public private partnerships and project performance along with the empirical investigations conducted in similar study areas. To show the study variables in a pictorial or visual way, a conceptual framework was then drawn.

2.2 Theoretical Review

This sub-area introduces theories informing the research in light of the factors studied including: The resource dependence, rational-bureaucratic theory and the stakeholder theory.

2.2.1 The Resource Dependence Theory

According to Pfeffer and Salancik (1978) the resource dependence theory proposes that there is no institution or body that can have the capabilities and resources required to stay alive without interrelating with organizations and persons outside their boundaries. The RDT offers an understanding on inter-organizational interactions and in what way their development aids to minimize risk and uncertainty. Hillman also adds that such interactions merely assimilate some of the risks confronted by establishments in the environment of business setting (Hillman, Withers, & Collins, 2009).

The Resource Dependence Theory (RDT) posits that the capabilities owned by an organization are the chief determining factors of its achievement of goals (Tokudo, 2015). According to Siemiatycki (2013) the idea of resources takes account of all firm attributes, organizational processes, knowledge, capabilities, information, assets, etc. controlled by an organization that permit it to think of and apply strategies that enhance its efficiency and effectiveness. An institution might have identical resources with another but achieve contrarily because of the dissimilarity in competences amidst the institutions. Competences in this situation are said to be the capability of an organization to transform the assets possessed into finished goods and output (Dickert, Fielder, Andreas & Nicklisch, 2013).

In relevance to this research, the theory of resource dependence is grounded in the perspective of an institution's capabilities, in terms of its resources and capabilities, are better achieved where there is synergy and strength. This theory is linked to project performance as a variable PPPs are based on the fact that the institutions might not have all the resources they require and as such join hands with other institutions to be able to achieve a desire goal as such the underpinnings of this theory are quite relevant in getting to understand how PPPs affect the project performance in such projects

2.2.2 Bureaucratic Theory

Prior works based on Max Webber's conjecture of bureaucracy have been significant in influencing the contemporary world administration discipline and institutional theory (Page, 2013). The chief principles of the theory assumes the subsequent foundations of the contemporary management; (1) well-distinct separation of power and labor, (2) ranked organization of office structure, (3) formal procedures detailing standards of performance, (4) enrolment to workplaces founded on expertise and specialization, (5) holding an office as a career, and (6) power and responsibilities linked to positions instead of people (Polasky *et al.*, 2011).

Weber's theory identifies several managerial features and processes which include clearly described goals which are superlatively achieved through the prescribed structure, institutional behavior formed by the formal organization aimed at goals, information-based institutional decisions through analysis of cost-benefit, and enhanced competency based on observance to organizational policies and rules. There are three vital pillars of coherent Bureaucracy as explicated by Weber, which include instrumentalism, formalization, and regal-rational influence (Doyle, McVay & Ge, 2010).

In relevance to PPPs and this study, the foundational underpinnings of Bureaucratic Theory suggest that people ought to be recruited in different positions based on qualifications and ability and providing a push to legitimacy to the application of power. The foundations of the theory can also be applied to help enhance governance and accountability particularly in projects where objectives are really time-bound and specific with tight financial and other limitations.

2.2.3 Stakeholder Theory

Freeman initiated the stakeholder hypothesis (2012) claims that any group or individual who can be influenced by the achievement of objectives and goals in an institution. In contrast with the agency theory where the managers are at work and serve the stakeholders, stakeholder philosophers propose that managers in establishments have a linkage of interactions to work that comprise the staff, business partners and suppliers and the society in general. Application of PPPs in all institutions needs backing from the institute's players and stakeholders (Mitchell, 2010).

According to Freeman (2012), every stakeholder is allowed a vital contribution in coming up with key decisions. Professionals running the decisions ought to create value for lenders, public, employees, suppliers, and customers (Stieb, 2012). The stakeholder conjecture emphasizes about the importance of an organization focusing on the different clusters of stakeholders that are assumed to have a responsibility in organizational activities. The representation involved stakeholders are imperative for productive corporate governance (Gibson, 2010).

Relevant to the current research, state corporations usually make a decision to go into PPPs and these choices influence the wellbeing of interested parties either positively or adversely. Ordinarily the players must be on board in the decision making and if not, the projects may not be fruitful because the institution may get opposition from the players. The anticipated goal of getting into PPPs is to generate tangible value and benefits from implemented projects and at the same time meeting their respective objectives and addressing needs for which they were put in place for.

2.3 Empirical Review

This area highlights works and literature conducted by researchers and scholars consistent to the predictor and response factors of the study.

2.3.1 Technical Skills and Project Performance

A report by OECD (2015b) on public-private consultations reveals that skills necessities may aid in addressing some of the disparity problem by facing national

initiatives with constructive responses from initiatives and by placing them in control of a number of the skills policies they gain from. Skills present in the workers and skills required by managers don't precisely match and these skills need is costly. This cost differs contingent on the competence of the learning and systems of education but appears important also in advanced countries. It was valued at approximately 7% of gross domestic products in European countries in the year 1999 (Lucifora & Origo, 2012).

Benon and Mbabazize (2016) studied the influence of involvement in private sector in performance of public private partnership in projects of housing construction in Kigali, Rwanda. The examination was directed in three locales in the City of Kigali Gasabo, Nyarugenge, and Kicukiro. The investigation inferred that there was a lively positive and considerable relationship among Risk alleviation, monetary commitment, Technical aptitudes, and execution of lodging plans (.701**, $p < 0.001$) (.686** $p < 0.001$), (.736**, $p < 0.001$). The examination supports that the legislature should devise procedures and rules that would attract lodging speculations to contribute Rwanda so the present shortage that is existing in the lodging part brought about by the emotional ascent of the populace all the more so inside the city of Kigali might be tended to.

Vertakova and Plotnikov (2014) conducted a study on public-private partnerships and the particulars of their application in vocational education in Russia. From the study findings, resource capacities of Russian public institutions of professional training were not enough to address the issues they are confronted by and businesses should be made attractive through public-private partnership. With the intention of raising efficiency of the projects, technical skills and expertise were also needed to be taken into account.

Istrate and Puentes (2014) conducted a study on devoted public private partnership components which was a survey of institutional and governance structures by assessing US and international encounters with PPP Units. From the study the research revealed that PPP Units can help solve one of the recurring issues that PPP programmes have a tendency of facing i.e. the lack of inadequate abilities/skills in the public sector required to properly carry out PPP deals. Furthermore, the findings revealed that PPP Units can be created in order to help develop these technical skills

in order to contribute to the PPP negotiating process and provide a focus for authority during negotiations, a role which can be particularly important if multiple ministries are involved in a PPP.

2.3.2 Financial Contribution and Project Performance

Wibowo and Alfen (2017) conducted a research on the effect of financing PPP infrastructure projects on growth of the economy, a descriptive survey of was done on various categories of projects laying more focus on agricultural and road construction projects. A sample of 100 projects was used and raw facts and figures were examined by means of a regression study model. The research findings exposed a optimistic link amidst financing of PPP infrastructure and level of growth of gross domestic product.

Shen, *et al.* (2016) studied the effects of the financial contribution spread amidst public and private areas on sustainability of project performance. A model called the Sustainability Performance-Based Evaluation Model (SPbEM) was formed for aiding the examination of the magnitude of performance sustainability of PPP projects. From the findings of the investigation, it was built up that exists a positive and measurably a contributory connection inside money related commitment and plan manageability execution.

In his study, Kamau (2016) investigated on the connection amidst financing infrastructure projects on Kenyan economic growth. A descriptive approach was used and a questionnaire was handed to 25 respondents on a census approach. Essential and optional proof was joined over the span of the examination work, information was analyzed through descriptive measurements and a regression model the results of the data showed that there was affirmative connection amid financing infrastructure and Kenyan economic growth.

Ncube (2015) conducted a descriptive survey involving 200 infrastructural projects using large panel data for 136 countries on financing infrastructure projects and its impact on economic development, a comparative analysis was done on the projects in relation to the impact of projects on economic development. The results of the study found financing of infrastructure has a positive correlation with economic development. In another study, Mwangi (2014) carried out a research find out projects involved in financing infrastructure's project on economic development a descriptive

approach was carried out, the ministry of Lands was the target population where 15 respondents on a census, Essential and optional proof was joined over the span of the examination work, information was analyzed through distinct measurements amidst the two factors. The researcher made conclusion that in projects involved in infrastructure had substantial effect on the Kenyan economic development in Kenya.

2.3.3 Risk Mitigation and Project Performance

Musyoka (2016) studied issues affecting PPP's performance in the Kenya Housing area. The scholar made use of a descriptive research with the target populace covering 96 agencies of real estate companies which were situated in Nairobi. The research found that factors of managing risk which included categories of contract, guarantees and appropriate risk allocation, from the state influenced the PPP's performance.

Sudić, Ćirović and Mitrović (2017) did in Serbia an analysis of risk management on public private partnership projects (PPP). The researchers adopted a descriptive research approach. Data were analyzed using multiple linear regressions and Pearson's correlation analysis as well as descriptive statistics. The study outcomes exposed a fundamental vital relationship between the public, private partnership projects (PPP), and risk analysis in Serbia. Additionally, the research showed a study and positive linking amidst the forecaster variable (management and analysis of risk) and reaction variables (private-public partnership projects' performance) in the study.

Oluwafemi and Obawale (2010) studied the financial performance and management risk of Nigerian financial institutions. Evidence for the research work was gotten from yearly observations of ten banks in Nigeria for the period between 2006 and 2009. Financial performance was assessed by profitability of the financial establishments was in by ratios of Return on Equity (ROE) and Return on Assets (ROA). The autonomous variables in the research were credit, capital risks and liquidity. The study resolved that there is a strong association between performance and risk management. The research verdicts additionally showed an optimistic correlation between the two variables.

Getuno *et al.* (2015) studied public private partnership guidelines, application and Kenyan State corporations' organizational performance. The research work used a census approach with a target populace of 187 government corporations. The

investigation test contained 250 obtainment staff and 60 Accounting officials from 125 national firms. Basic irregular examining was used to pick the objective partakers from the five working groups. The gathered hard proof was broken down through numerous straight relapses and unmistakable measurements. The examination results displayed an essential connection among PPPR (2009) application and government firms' authoritative and basic execution. Also, the investigation demonstrated that the use of PPPR (2009) establishes significantly in the creation of government foundations.

Maslova and Sokolov (2017) studied risk management in public private partnership projects in health care: application of current approach and its improvement. A descriptive study was used with successful sample being 25 respondents which was done by census basis where both secondary and primary data sources were applied, and examined using descriptive statistics and the outcome of the data showed that there an affirmative relationship amid technical skills and project performance.

2.3.4 Accountability and Project Performance

Jones (2017) also studied how liability of finances ought to be sufficient and settled that the accomplishment ought to be taken in by organizations, which offer obligations of financial support. There might be an operational financial system, however, as a result of asymmetries of information or social divergence, the results might still be prejudiced for the underprivileged. The extensive variety of cost approximations on its own suggests insufficient extent of financial liability in the projects, while in addition activating the ultimate query of what the general public is receiving as a yield on its substantial venture in the expanses.

Benon and Mbabazize (2016) did an examination on the effect of the investment of the private area in the sanctioning of private-public organizations in lodging development plots in Kigali, Rwanda. The examination utilized various relapse investigation and the coefficient of Pearson's connection in directing the examination. Research outcomes suggest that there is a robust affirmative and substantial link amidst Risk mitigation technical skills, the performance of housing plans, and financial contribution.

Barrera-Osorio, Sabarwal, Galbert and Habyarimana (2015) studied the influence of public-private partnerships on performance of private schools which was data from a randomized controlled experiment in Uganda. The researchers studied PPP on implementation of a program permitted for a randomized phase-in research plan to approximate the causal effects of the private school program. While they found that the program successfully absorbed huge quantity of qualified students in secondary schools, their performance in schools was relatively better. They also found out that both for augmented input availability in addition to affirmative selection of government assisted students.

Alfan and Zakaria (2014) studied public-private partnership project's accountability by performing a financial examination of Malaysian highway authority. The study adopted a case study methodology to look at the consequences of arrangement of PPPs on accountability in the tolled highway sector. The study suggests that the reporting of public sector in the tolled highway sector is not transparent, pointing out that the aspect of accountability is weakened. The research findings also reveal that accountability is positively linked to performance in the public-private partnership projects in Malaysia.

2.4 Research Gaps and Summary of Literature Review

Numerous researches have established that performance is directly impacted by public private partnerships. Although the research works were important in generating important milestones in the context they were done, they didn't focus on Kenyan state owned corporations causing to rarity in literature in a local viewpoint. The researcher illustrates the summary of study gaps consistent to the study elements. Two scholars have been chosen for every factor (financial contribution, technical skills, accountability, and risk mitigation) and performance of projects.

Table 2.1 Study Gap Summary

Author	Focus of Study	Key Findings	Research Gaps
Wibowo and Alfen (2017)	Influence of financing PPP projects on growth of the economy	Affirmative link between financing of PPP and growth of the level of GDP	The work was not looked at financing as the only predictor variable while the current study takes into account other variables

Vertakova and Plotnikov (2014)	Private-public partnerships and the particulars of their execution in professional education in Russia	Resource competencies of Russian communal establishments increased the efficiency of these projects, practical skills and know-how needed to be taken into description	The study looked at technical skills from a resource capability perspective while the current study approaches technical skills from a PPP perspective
Benon and Mbabazize (2016)	The outcome of private sector involvement in public, private partnership performance in housing construction schemes in the city of Kigali.	Positive and substantial relationship between Practical skills, monetary support, Risk justification, and performance of housing ventures	The assessment was not executed in Kenya causing a geographical gap
Kamau (2016)	The connection amidst financing infrastructure projects on economic growth in Kenya	Optimistic correlation amid financing infrastructure and economic growth.	Study focused on financing infrastructure and economic growth and not project performance
Musyoka (2016)	Liability in private-public partnership projects of the Malaysian highway authority	Risk management factors positively affected the PPP performance.	Study conducted in the housing industry and not the entire public sector hence a contextual gap
Sudić, Ćirović and Mitrović (2017)	Risk analysis and management of public, private partnership projects (PPP) in Serbia.	Strong affiliation between risk analysis and public, private partnership projects (PPP) in Serbia.	The assessment focused on risk from an analysis and management approach while the current study approaches the same from a mitigation point of view
Alfan and Zakaria (2014)	Liability in private-public partnership projects of the Malaysian highway authority	Accountability is positively related to performance in the PPPs projects in Malaysia.	The investigation was executed in Malaysia different from Kenya and this is the shortage the scholar wants to close
Barrera-Osorio, Galbert, Habyarimana and Sabarwal (2015)	Impact of public-private partnerships on private school performance in Uganda	Accountability leads to better school performance in Uganda	The work was performed in schools in Uganda which are different units of analysis from the current study which was being carried out in Kenyan state corporations

Source: Researcher (2018)

2.5 Conceptual Framework

A conceptual framework is an illustration which depicts the relationship amongst the study variables diagrammatically. The forecast variables for this reserach include technical skills, financial contribution, risk mitigation and accountability. The dependent variable for this study is project performance which was be measured by assessing performance of projects for the state corporations which are commercial.

Independent Variables

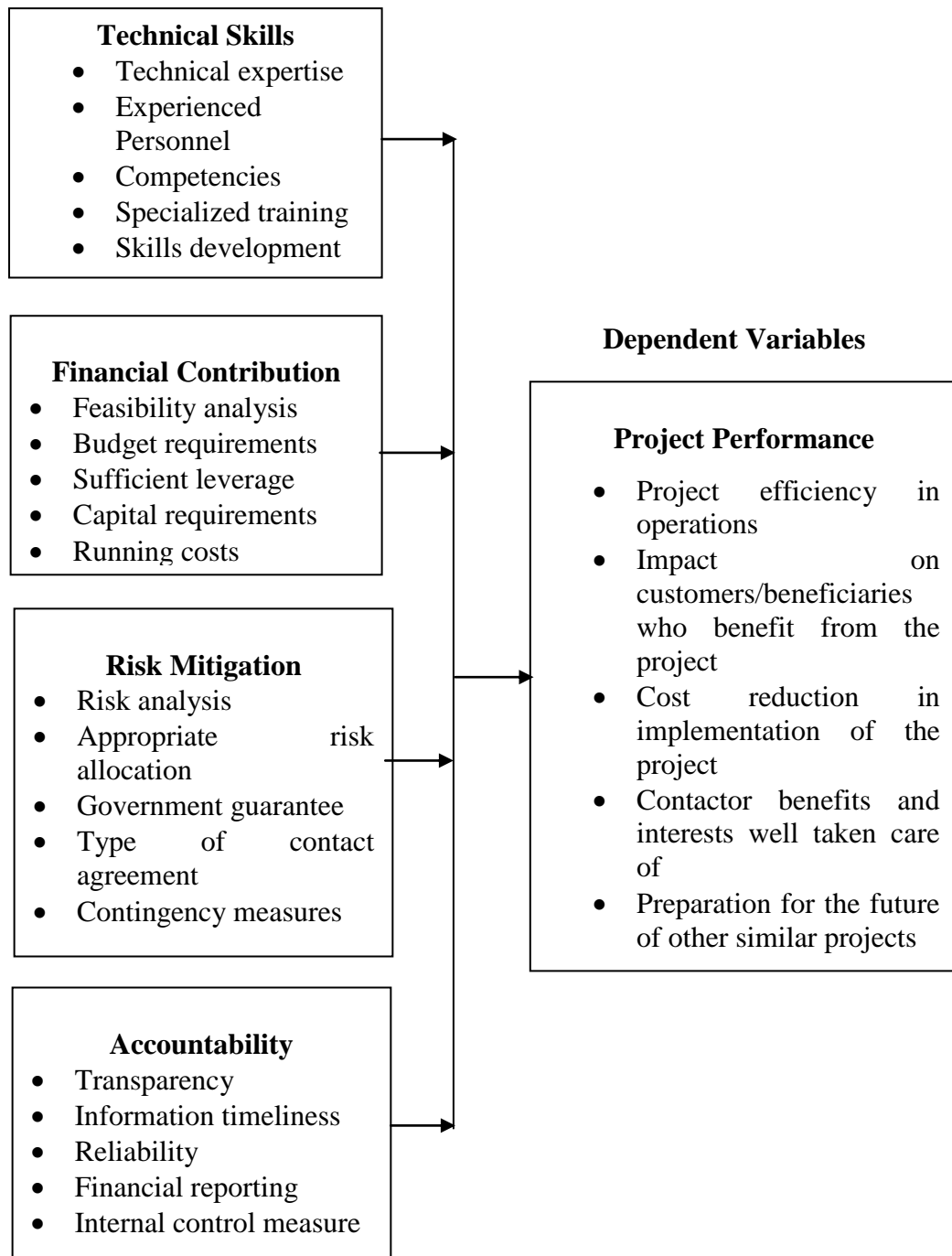


Figure 2.1: Conceptual Framework

Source: Researcher (2019)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section illustrates the research method that was used in planning how to conduct the study, interpret, collect and examine data. The section contains different parts including the population of the study, sampling technique and sample size, research design, reliability and validity, data collection procedure and instruments used to obtain data as well as how the data would be analyzed, presented and ethical considerations.

3.2 Research Design

Coopeers & Schindller (2006) define design in research as a plan that directs a student in addressing a gap. It is the management of situations for assembly, measurement and examination of raw evidence so as explain the vitality of the study purpose. In this research the student utilized of a descriptive research design. The investigator settled for this specific approach as it leads him to be acquainted with what's to be worked on in the methodology for the study. Furthermore, the researcher did not have control over the research findings and merely reported on the findings as they were collected and analyzed.

3.3 Target Population

In a study, the target populace is considered as certain objects where data is collected (Kothari, 2004). Target population as a specific group of persons, objects, occurrences, services, grouping of things households under scrutiny (Creswell, 2003). In the current research work, the populace of the research took into account the 32 Kenyan commercial state corporations. Republic of Kenya (2017) states that there are 34 commercial corporations owned by the state grouped in ministries operating in Kenya. The researcher chose commercial state corporations because most do implement projects funded through PPPs and performance of such projects is appraised in the entire project life. As a result, the target population qualifies to provide the information that will help in understanding if PPPs has influence on Kenyan commercial national corporations' performance.

Table 3.1: Population

Commercial State Corporations according to Ministry	Population
Lands, Housing & Urban Development	2
Education, Science & Technology	7
Transport & Infrastructure	1
Industrialization & Enterprise Development	5
East African Affairs, Tourism & Commerce	7
National Treasury	3
Agriculture, Fisheries & Livestock	9
Total	34

Source: Republic of Kenya (2017)

3.4 Sample Size and Sample Technique

This research incorporated a census methodology whereby all the 32 Kenyan commercial state corporations were considered for the research. Two of the commercial state corporations left out of the study were operating outside Kenya. The scholar purposively sampled 3 management staff from every institution totaling 96 participants. The study participants/ respondents selected comprised of; senior accountants finance and operations managers and from every commercial state corporation as they understand the processes and operations of their particular institutions.

3.5 Data Collection Instrument

Raw evidence was assembled by the researcher by way of questionnaires. The researcher drew a questionnaire that is likert-scaled for ideal gathering of responses from the participants of the study. Mugenda and Mugenda (2003) suggest that questionnaires have convenience, save on time, and uphold privacy. Hair, Bush & Ortinau (2010) recognized that the research questionnaires as chief tools applied in assembly of raw facts and in addition. They similarly facilitate in easy scrutiny of data as they are in a readily usable condition.

3.6 Data Collection Procedure

Questionnaires were used to assemble primary evidence was gotten from the study objects. These tools used in the study were handled personally by the researcher. The

researcher made use of the drop the questionnaires, left them with those who undertook to fill and then picked them later to give them enough filling time. The student handed those who wished to participate in the research the tool and left them to allow them to fill them and thereafter re-took after they were duly filled. The scholar made calls to the respondents to see if the research tools had been completed. The questionnaire was likert scaled with a section on sample characteristics and another section on the each one of the independent factors and their effect on performance of projects.

3.7 Validity

Mugenda and Mugenda (2003) refer to validity as the exactness and accurateness in understanding of questions, which translate to the outcome of the study. Validity in terms of content for the tool was assessed by getting the sentiments and opinions of specialists in the arena of the research specifically the supervisor. This aided in the needed modification of the questionnaire. The research tool was then checked for accurateness by engaging and discussing it with two participants who were selected in random. The opinions and sentiments received from the respondents were assessed for the purpose of enhancing the questionnaire's validity.

3.8 Reliability

Reliability is the trustworthiness of a research tool in providing consistent information in a procedure of undertaking a research (Hair, Bush & Ortinau, 2010). Cronbach's measure of Alpha (α) was utilized by the researcher to assess and measure for reliability. This was effected by way of SPSS to check the level of the questionnaire's consistency. Reliability illustrates the magnitude to which a collection of examination elements can be assessed as measuring an individual underlying factor (Cronbach, 1951). The internationally recognized level of 0.7 was assumed as a threshold point for reliability. Ten instruments were handed to arbitrarily selected people and then assessed by means of SPSS version 22

3.9 Pilot Study

The study undertook a pilot study by issuing ten instruments were handed to randomly selected people and then assessed by means of SPSS version 22. Results on

reliability are presented in Table 3.2. Ten instruments were handed to arbitrarily selected people. The Cronbach's Alpha results on technical skills, financial contribution, risk mitigation and accountability was 0.721, 0.740, 0.732 and 0.722 respectively which was more than the set value of threshold reliability at 0.7. All the factors were considered as reliable since they had above 0.7 coefficients for Cronbach Alpha and were hence accepted for the study.

Table 3.2 Reliability Results

Variable	Cronbach's Coefficient	Remark
Technical Skills	0.721	Accept
Financial Contribution	0.740	Accept
Risk Mitigation	0.732	Accept
Accountability	0.722	Accept

Source: Research data (2020)

3.10 Data Presentation and Analysis

The evidence was investigated by means of frequencies, descriptive and inferential data. Descriptive measures to be used in this research entailed frequencies, percentages, means and standard deviation. The extent of spreading of the findings from anticipated mean is what is referred to as standard deviation (Hair, Bush & Ortinau, 2010). The evidence from the likert instruments was prepared, coded and after that examined by way of SPSS to assess the regression effect amongst the response factor and every determining factor. Tables, charts and figures was used in the presentation of the analysed evidence.

An examination of the evidence by way of multiple linear regression was applied to construe explanations on the data regarding the link the between the research factors. To explain the level of significance of the research model, analysis of variance (ANOVA) evaluation was performed. R Square's coefficient of determination was adopted by the researcher to measure magnitude which the determinant factors could explain response variable. Specific coefficients of regression were additionally conducted by employing coefficients of beta to investigate the influence of unit change of the predicting factor to the response factor. The f statistics/p value was adopted to assess the extent of significance of the predictor factors.

The analytical model to be applied in the study was;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y= Project Performance

X₁= Technical Skills

X₂= Financial Contribution

X₃= Risk Mitigation

X₄= Accountability

α = Constant

e = Error Term

$\beta_4, \beta_3, \beta_2, \beta_1,$ = coefficients of beta

3.11 Ethical Considerations

These denotes the procedures of principles and values that make clear in what manner the student/researcher is to carry themselves in the entire research process (Creswell, 2003). This research endeavored to apply proper research methods and practices. Every source of data was cited in the best probable way. Prior to giving out the research tool, the researcher requested for permission from the respondents so that they allowed him to go ahead with giving them the instrument. The respondents were notified of their right to refrain from undertaking the study or responding to the questionnaire. Absolute confidentiality was observed and in particular on the research questionnaires with the identity of those who took part being held in concealment. Personal facts and evidence were used purely in addressing the specific objectives of this study only

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The purpose of this research was to study public private partnerships and project performance in Kenyan commercial state-owned corporations as presented in this chapter. The population consisted of about all 34 government corporations commercially operating in Kenya. Presentation for sample demographics results was done first, then followed by descriptive findings, and finally inferential findings.

4.2 The Response Rate

Seventy nine out of a hundred and two respondents (77.5 %) successfully provided feedback on the instrument as presented in Table 4.1 below. As postulated by Babbie (2004) rates of return which are more than 70 % are very good to study and publish.

Table 4.1 Questionnaire Return

Respondents Status	Return Response	% of Return Response
Successful responses	79	77.5%
Unsuccessful responses	23	22.5%
Total	102	100%

Source: Research data (2020)

4.3 Sample Demographics

This section presents findings on age bracket, gender proportion, highest attained education, job experience and duration at the corporation.

4.3.1 Gender Categorization

The research set out to assess the proportion of gender for the participants in the research as revealed in Figure 4.1. Above seventy seven percent (77.2%) of those that responded turned out to be male with 22.8% of those that responded being female. The findings imply that most management staff in commercial state corporations are male indicating a masculine dominance in the respective corporations.

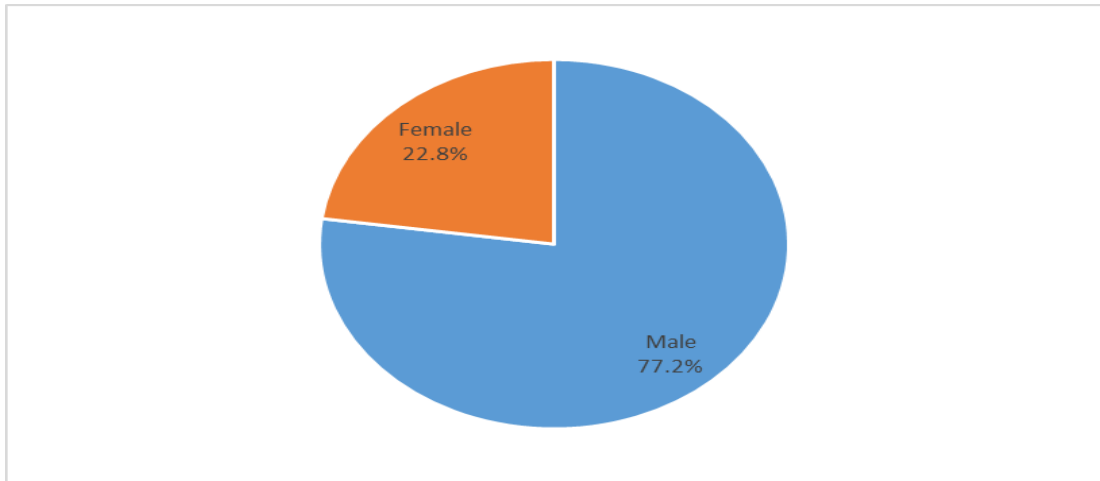


Figure 4.1: Respondents' Gender

Source: Research Data (2021)

4.3.2 Respondents' Age

As presented in Figure 4.2, it was found out that 45.6% of those that took part in the study were between thirty six and fifty years with 29.1% being over fifty years. Twenty five percent of those that took part in the study were between twenty one to thirty five years while no participant was below 20 years. The outcomes of the results suggest that most of those that took part in the study were in their career peaks as they were more than thirty six years.

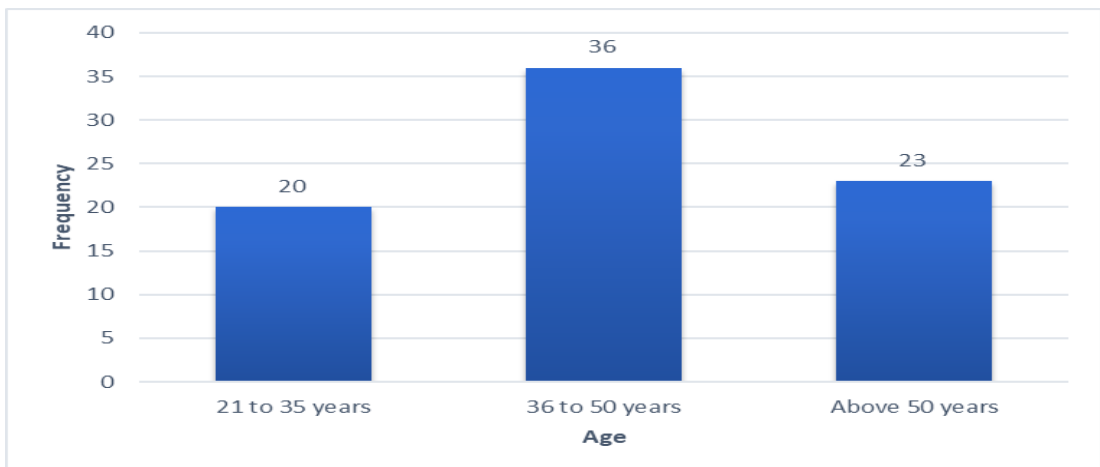


Figure 4.2: Respondents' Age Bracket

Source: Research Data (2021)

4.3.3 Experience of the Respondents

The study set out to assess experience in work for those that participated in the research. The outcomes of the results were illustrated in Figure 4.3. Forty two percent of those who undertook the study had worked in their commercial state corporations for above ten years. Thirty four percent of those that took part in the study had been in their respective corporations for less than four years. Twenty four percent of those who undertook the study had been in their corporations for four and ten years implying that the respondents had quite substantial level of exposure in their specific roles in the corporations that they worked in thus were versed with the PPPs in these institutions which means they were ideal participants for this study.

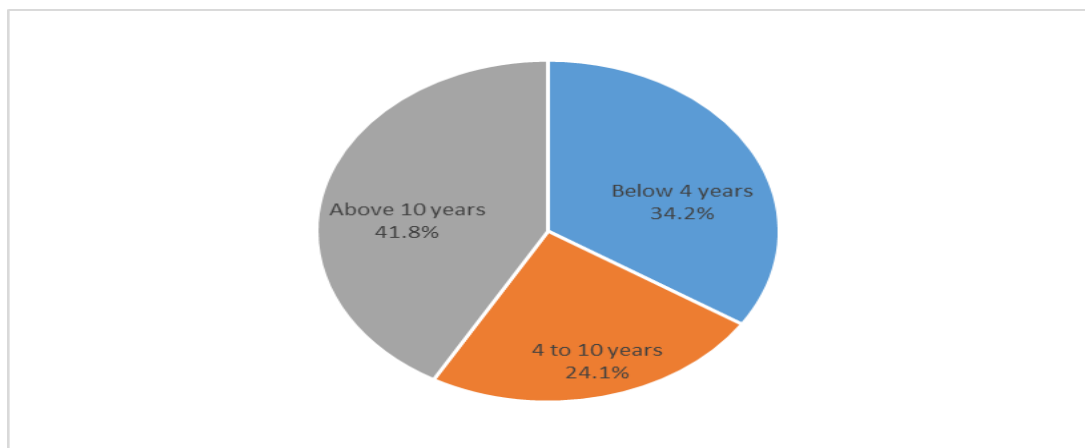


Figure 4.3: Respondents' Work Experience

Source: Research data (2020)

4.3.4 Education Level for the Respondents

The scholar set out to assess the achieved education level for those that undertook the study. Most of those that took part in the study (64.6%) had achieved a degree at master's level. Twenty four percent of those that took part in the study had achieved a degree at bachelor's level. Ten percent of those that took part in the study had attained a doctorate with one percent achieving a diploma as their highest education level. The results imply that most respondents were well advance in terms of academic qualifications and were thus fit to participate in the current research.

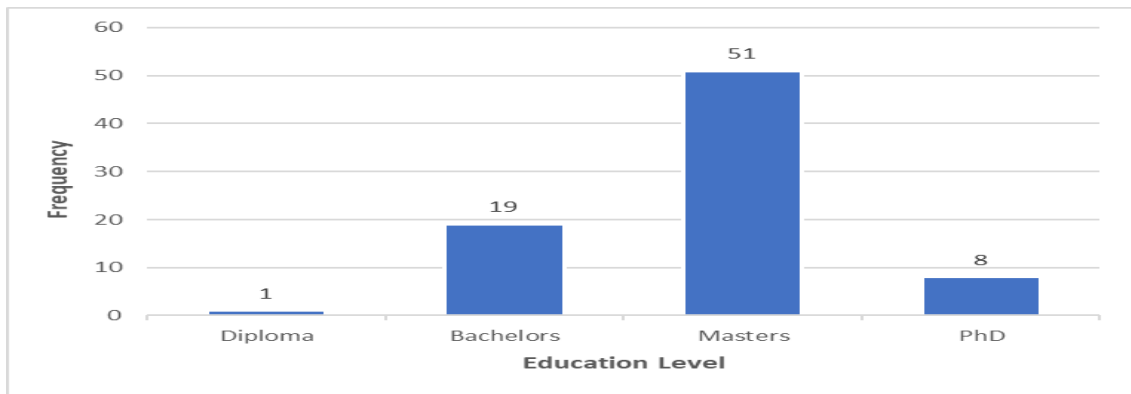


Figure 4.4: Respondents' Education Level

Source: Research data (2020)

4.3.5 Duration in Corporation

The study attempted to find out how long those that took part in the study had worked in their respective corporations. The study outcomes were illustrated in Figure 4.5. Above sixty four percent (64.5%) had been in their corporations for six to ten years. Twenty three percent of those who undertook the study had worked in their institutions for more than ten years. Six percent of those that took part in the study had been in their respective corporations for 3 to 6 years while 6.3% had been in their respective corporation for less than three years. The results show that those who undertook the study had worked in their corporations for quite some significant time and thus were likely to be conversant with the role of PPPs and how they would influence project performance in the institutions.

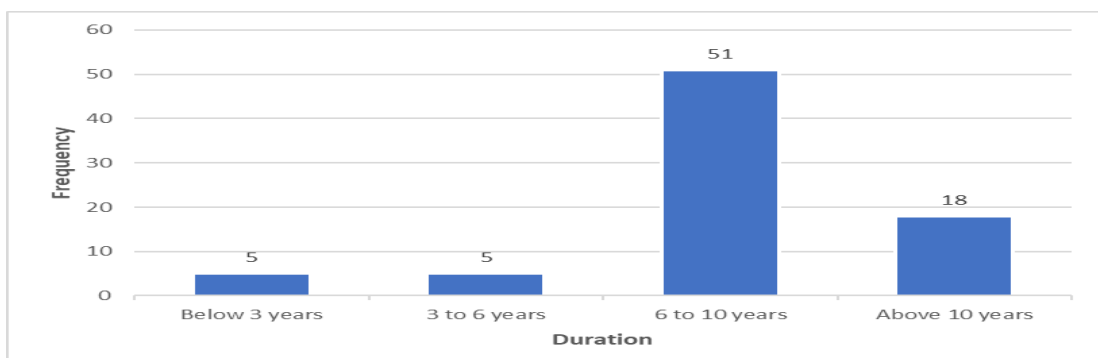


Figure 4.5: Duration in Corporation

Source: Research data (2020)

4.4 Descriptive Findings

4.4.1 Technical Skills and Project Performance

The study set out to assess technical skills at Kenyan commercial state corporations. Presentation of the outcomes of the findings was done in Table 4.2.

Table 4.2 Technical Skills

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
PPPs have brought in technical expertise in fields where such is required in carrying out corporation's projects	5.1%	21.5%	17.7%	39.2%	16.5%	3.4	1.15
Experienced personnel have well been sourced through engagement of PPPs in carrying out projects	10.1%	12.7%	7.6%	49.4%	20.3%	3.6	1.24
Key competencies are well screened by way of involving PPPs enhancing better project management within the corporation	8.9%	7.6%	7.6%	55.7%	20.3%	3.7	1.15
Customized specialized training has been offered by PPPs in areas where there is need for special skills	10.1%	11.4%	7.6%	49.4%	21.5%	3.6	1.23
Skills development has been developed in the corporation by involving PPP in project execution and implementation	5.1%	17.7%	8.9%	48.1%	20.3%	3.6	1.15
Average						3.6	1.18

Source: Research data (2020)

Most of those who undertook the study (55.7%) agreed that PPPs had brought in technical expertise in fields where such was required in carrying out corporation's projects. Above sixty nine percent (69.7%) of those who undertook the study agreed that experienced personnel had well been sourced through engagement of PPPs in carrying out projects. 66% of the individuals who partook in the examination concurred that key abilities were very much screened by technique for including PPPs upgrading better venture the board inside the partnership.

Seventy one point nine percent (70.9%) of those who undertook the study agreed that customized specialized training had been offered by PPPs in areas where there was need for special skills. Most of those who undertook the study (68.4%) agreed that skills development has been developed in the corporation by involving PPP in project execution and implementation. The findings were supported by an overall average of 3.6 with a measure for standard deviation of 1.18. These study outcomes show that technical skills as a proxy factor was satisfactorily fit in assessing private public partnerships and project performance in commercial state corporations. These findings concur with Puentes and Istrate (2011) who directed an study on committed private-public association parts on devoted public private partnership components which was a survey of institutional and governance structures by assessing US and international encounters with PPP Units.

4.4.2 Financial Contribution and Project Performance

The study set out to assess financial contribution at Kenyan commercial state corporations. The presentation for the outcomes of the results was done Table 4.3.

Table 4.3 Financial Contribution

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
Financial support for feasibility analysis to check viability of the corporation's projects are provided as a result of the PPP	3.8%	3.8%	10.1%	68.4%	13.9%	3.9	0.85
Budget requirements are well met where PPPs are in place over the project life	8.9%	6.3%	13.9%	49.4%	21.5%	3.7	1.15
Sufficient leverage in case of deficiency has been eased though PPPs covering cost needs	1.3%	8.9%	2.5%	68.4%	19.0%	4.0	0.83
Capital requirements for big projects have been adequately met by way of PPPs	5.1%	12.7%	12.7%	34.2%	35.4%	3.8	1.20
Running costs have been well taken into account in engaging PPPs in carrying out various projects within the corporation	2.5%	3.8%	7.6%	12.7%	73.4%	4.5	0.97
Average						4.0	1.00

Source: Research data (2020)

Eighty two point three percent of those who undertook the study stated that financial support for feasibility analysis to check viability of the corporation's projects was provided due to the PPPs. Over eighty-eight percent of the individuals who partook in the investigation concurred that assurance from the administration on hazard control and alleviation was well set up in the life of the PPP ventures.

Seventy-six of the individuals who undertook in the examination (75.9%) concurred that proper hazard assignment measures had been set up in order to trait the hazard appropriately. The greater part of the individuals who partook in the examination (73.4%) concurred that possibility estimates where unfavorable hazard situation emerges were set up and were every now and again surveyed. The findings were supported by an overall average of 4.0 with a deviation measure of 1.00. These study outcomes show that financial contribution was satisfactorily qualified in assessing private public partnerships and project performance in commercial state corporations. The findings are consistent with those of Wibowo and Alfen (2013) who studied the effect of financing PPP infrastructure projects on growth of the economy and found that financial contribution is necessary to improve the growth of the economy.

4.4.3 Risk Mitigation and Project Performance

The study set out to assess risk mitigation at Kenyan commercial state corporations. The presentation of the outcomes of the findings was done in Table 4.4. Eighty six percent of those who participated in the study agreed that risk analysis was well carried out before any corporation's project undertakings were carried out. About eighty nine percent of those who participated in the study agreed that the type of contract agreement in PPPs had clear ways in which risk was dealt with in an attempt to mitigate it. Above eighty eight percent of those who participated in the study agreed that guarantee from the government on risk control and mitigation was well in place in the life of the PPP projects.

Table 4.4 Risk Mitigation

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
Analysis of risk is soundly done before any corporation's project undertakings are carried out	3.8%	5.1%	5.1%	46.8%	39.2%	4.1	0.99
The type of contract agreement via PPPs have clear ways in which risk is dealt with in an attempt to mitigate	3.8%	3.8%	3.8%	40.5%	48.1%	4.3	0.98
Guarantee from the government on risk control and mitigation is well in place in the life of the PPP projects	1.3%	5.1%	5.1%	38.0%	50.6%	4.3	0.89
Appropriate risk allocation measures have been put in place so as to attribute the risk accordingly	8.9%	2.5%	12.7%	62.0%	13.9%	3.7	1.04
Contingency measures where adverse risk scenario arise are in place and are frequently assessed	8.9%	7.6%	10.1%	45.6%	27.8%	3.8	1.20
Average						4.0	1.02

Source: Research data (2020)

Seventy six of those who participated in the study (75.9%) agreed that appropriate risk allocation measures had been put in place so as to attribute the risk accordingly. Most of those those who participated in the study (73.4%) agreed that contingency measures where adverse risk scenario arise were in place and were frequently assessed. The findings were supported by an overall mean of 4.0 with a measure for deviation of 1.02. The study outcomes show that risk mitigation as a proxy factor was satisfactorily fit in assessing private public partnerships and project performance in commercial state corporations.

4.4.4 Accountability and Project Performance

The research set out to assess accountability at commercial state corporations in Kenya. The outcomes of the results were presented in Table 4.5.

Table 4.5 Accountability

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
Transparency has been enhanced in PPPs so as to increase accountability	3.8%	7.6%	7.6%	50.6%	30.4%	4.0	1.02
Information timeliness measures is highly advocated for in the project operations	2.5%	6.3%	8.9%	57.0%	25.3%	4.0	0.91
Financial reporting practices have been put in place and are functional in pursuit of accountability	0.0%	2.5%	13.9%	45.6%	38.0%	4.2	0.77
Accuratness of information is highly exercised in PPPs for decision making	2.5%	5.1%	7.6%	45.6%	39.2%	4.1	0.94
Internal control measures are well in place for checks and balances	0.0%	3.8%	5.1%	60.8%	30.4%	4.2	0.69
Average						4.1	0.87

Source: Research data (2020)

Eighty-one per cent of the individuals who undertook in the investigation concurred that straightforwardness had been improved in PPPs in order to expand responsibility. The majority of the individuals who partook in the examination (82.3%) concurred that data practicality measures were exceptionally upheld for in the task activities. Over eighty-three per cent (83.6%) concurred that money related revealing practices had been set up and were utilitarian in the quest for responsibility.

Eighty-five per cent of the individuals who partook in the examination concurred that the precision of data was profoundly practised in PPPs for basic leadership. Ninety-one per cent (91.2%) concurred that inside control measures were well set up for balanced governance. The findings were supported by an overall mean of 4.1 with a measure for dispersion of 0.87. The study outcomes show that accountability as a proxy factor was satisfactorily fit in assessing private public partnerships and project performance in commercial state corporations.

The results agree with those of Musyoka (2012) who studied issues affecting Public-Private- Partnerships' performance in the Kenya Housing sector and the study found that factors of managing risk which included; guarantees and appropriate risk allocation, from the state influenced the PPPs performance. The findings agree with

Barrera-Osorio, Sabarwal, Galbert and Habyarimana (2015) who examined how public-private partnerships influence performance of private schools in Uganda and found that accountability is important if good performance of private schools is to be achieved.

4.4.5 Project Performance

The study set out to assess performance of project in Kenyan commercial state corporations. Presentation of the outcomes was done in Table 4.6.

Table 4.6 Project Performance

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev
Efficiency of projects has been experienced in the recent past and hence success	15.2%	11.4%	11.4%	32.9%	29.1%	3.5	1.41
The executed projects have had the expected impact on customers and they have experienced satisfaction as a result of such projects	8.9%	10.1%	10.1%	34.2%	36.7%	3.8	1.29
Implemented projects have cost reduction thus success	10.1%	6.3%	13.9%	50.6%	19.0%	3.6	1.17
The contractors of the projects have had their interest in the executed projects catered for and they have gotten contactor benefits from them	6.3%	8.9%	10.1%	27.8%	46.8%	4.0	1.23
Executed projects have enabled the corporation to prepare for the future as a result of implementation	10.1%	6.3%	11.4%	24.1%	48.1%	3.9	1.33
Average						3.8	1.29

Source: Research data (2020)

Sixty-two per cent of the individuals who partook in the examination concurred that that efficiency of projects had been experienced in the recent past and hence constituted project success. Seventy one percent (70.9%) of those who participated in the study agreed that executed projects had the expected impact on clients and they had experienced satisfaction as a result of such projects. Above sixty nine (69.6%) agreed that implemented projects had expected cost reduction leading to success. Most of those who participated in the study (74.6%) agreed that the contractors of the projects had their interest in the executed projects catered for and they had gotten

contractor benefits from them. Seventy two percent (72.2%) of those who participated in the research agreed that executed projects had enabled the corporation to prepare for the future as a result of their implementation. The findings were supported by an overall average of 3.8 with a measure of deviation of 1.29. The research outcomes show that performance was satisfactorily fit in assessing PPPs and performance.

4.5 Inferential Findings

4.5.1 Pearson’s Correlation Analysis

Pearson’s correlation explains the association amidst two factors and falls between positive 1 to negative 1 where positive 1 suggests a sturdy/robust positive association and a negative 1 suggests a sturdy/robust inverse association. The more the affiliation will in general zero the feebler it ends up being. The presentation of the outcomes of correlation results as done in Table 4.7.

Table 4.7 Pearson’s Correlation Results

Variable		Project Performance	Technical Skills	Financial Contribution	Risk Mitigation	Accountability
Project Performance	Correlation	1				
Technical Skills	Pearson Correlation (2-tailed)	0.688	1			
	Sig.	0.000				
Financial Contribution	Correlation (2-tailed)	0.736	0.784	1		
	Sig.	0.000	0.000			
Risk Mitigation	Correlation (2-tailed)	0.606	0.461	0.613	1	
	Sig.	0.000	0.000	0.000		
Accountability	Correlation (2-tailed)	0.266	0.014	0.015	0.202	1
	Sig.	0.018	0.899	0.898	0.074	

Source: Research Data (2021)

The link between performance of PPP projects and all the predictor variables; technical skills, financial contribution, risk mitigation and accountability was positive (0.688, 0.736, 0.606 and 0.266 respectively). The outcomes of the results show that all

the predictor variables; technical skills, financial contribution and risk mitigation as determinants have a strong association to project performance.

However, there was a weak link/association amid project performance accountability as its beta value was less than 0.5 i.e. 0.266. This could be as a result of budgeting preparation issues and corruption. Jones (2009) postulated that accountability on funds can be effective and concluded that efforts to curb institutions which have poor financial accountability as a result of budget preparation gaps/flaws and social evils such as corruption. Furthermore, the extensive variety of cost approximations on its own suggests at an inadequate financial accountability levels in these projects getting as a return on its significant investment in the areas intended (Benon & Mbabazize, 2016).

4.5.2 Model Summary

Presentation of the results on the fitness goodness of the joint model was done in Table 4.8.

Table 4.8 Model Summary

Model	Coefficient
Standard	0.71972
Adjusted R-Square	0.646
R-Square	0.664
R	0.815

Source: Research data (2020)

The outcomes of the results show that the predictor factors; technical skills, financial contribution, risk mitigation and accountability jointly were satisfactorily explaining performance of projects as evidenced by the R square (adjusted) of 0.646 which shows that technical skills, financial contribution, risk mitigation and accountability jointly can explain 64.6% of the project performance. The rest of the extent (35.4%) shows that there are different components not caught in this investigation which clarify its execution.

4.5.3 Coefficient's Regression

Presentation of the outcomes on coefficient's regression was done in Table 4.10.

Table 4.10 Coefficient's Regression

Variable	Beta (Unstandardized Coefficients)	Standard Error	t	Sig.
(Constant)	-3.569	0.792	-4.506	0.000
Technical Skills	0.330	0.128	2.590	0.012
Financial Contribution	0.637	0.193	3.307	0.001
Risk Mitigation	0.397	0.197	2.015	0.047
Accountability	0.497	0.150	3.312	0.001

Source: Research data (2020)

The outcomes of the findings indicate that there is an optimistic link amidst specialized abilities, money related commitment, hazard moderation and responsibility and undertaking execution beta coefficients as indicated by their coefficients of 0.330, 0.637, 0.397 and 0.497 respectively. Furthermore, technical skills, financial contribution, risk mitigation and accountability were all statistically significant as shown by significance values of 0.015, 0.001, 0.047 and 0.001 respectively. The results indicated that technical skills, financial contribution, risk mitigation and accountability were key predictors of project performance.

The outcomes of the results are in agreement with Benon and Mbabazize (2016) studied the influence of involvement in private sector in performance of PPPs in projects of constructions of housing in the Kigali and the researchers found that technical skills do have a positive link to performance of projects. outcomes of the results are in agreement with those of Sudić, Ćirović and Mitrović (2013) who did in Serbia an analysis of risk management on public private partnership projects (PPP) and the study revealed a sturdy and optimistic connection amidst the predictor variable (risk analysis and management) and response variables (public private partnership projects' performance) in the study.

The outcomes of the results show that; a unit rise in technical skills translates to increase in performance of projects by 0.330 units; a unit rise in financial contribution by one unit leads to translates increase in performance of projects by 0.637 units; a unit rise in in risk mitigation by one unit translates to increase in performance of projects by 0.397 units; a unit rise in accountability by a unit translates increase in performance of projects by 0.497 units.

The study outcomes agree with Istrate and Puentes (2011) who conducted a study on devoted public private partnership components which was a survey of institutional and governance structures by assessing US and international encounters with PPP Units and found that technical skills are significant determinants of project performance. Furthermore, they agree with Shen, *et al.* (2016) who studied the effects of the financial contribution spread amidst public and private areas on sustainability of project performance and results of the research it was established that there is an affirmative and statistically significant association amid financial contribution and performance of projects. the results are consistent with Alfian and Zakaria (2012) who carried out a study on public-private partnership project's accountability by performing a financial examination of Malaysian highway authority and the findings revealed that accountability is positively linked to PPP projects performance.

The equation for the overall model was presented as;

$$\text{Project Performance} = - 3.569 + 0.330 X_1 + 0.637 X_2 + 0.397 X_3 + 0.497 X_4$$

4.5.4 Analysis of Variance

The outcomes of the research imply that the joint model is qualified to be significant in statistical terms. The findings show that the F Cal was of 36.639 which was greater than the F Critical which was 3.789 at p value 0.000. This indicates that the model had goodness of fit. These outcomes show that the predictor variables; technical skills, financial contribution, risk mitigation and accountability are main determining factors of project performance. The results are consistent with Vertakova and Plotnikov (2014) on a study on public-private partnerships and the particulars of their application in vocational education in Russia found that PPPs do have a positive link to performance. Further, they agree with those of Wibowo and Alfen (2013) who found a significant link between financing of PPP infrastructure and level of growth of gross domestic product ad performance.

Table 4.11 Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	75.915	4	18.979	36.639	0.000
Residual	38.332	74	0.518		
Total	114.247	78			

Source: Research Data (2021)

Overall, technical skills was found to be positively associated and with a significant relationship with project performance in commercial state corporation in Kenya. These findings are same to those of Istrate and Puentes (2011) examined a study on devoted public private partnership components which was a census of institutional and structures of governance by assessing US and international encounters with PPP Units. In addition, a report by OECD (2012b) on public-private consultations reveals that skills necessities may aid in addressing some of the disparity problem by facing national initiatives with constructive responses from initiatives and by placing them in control of a number of the skills policies they gain from.

Overall, financial contribution was found to be positively associated and with a significant relationship with project performance in commercial state corporation in Kenya. The outcomes of the research are similar to those of Wibowo and Alfen (2013) who did a study on the financing effect of PPP infrastructure projects on growth of the economy and found that financial contribution is necessary to improve the growth of the economy. Furthermore, they agree with Kamau (2011) who in his study on the association amidst financing infrastructure projects and Kenyan economic growth found a positive link amid financing infrastructure and Kenyan economic growth.

Overall, risk mitigation was found to be positively associated and with a significant relationship with project performance in Kenyan commercial state corporations. The results agree with those of Musyoka (2012) who studied issues affecting Public-Private- Partnerships' performance in the Kenya Housing sector and the study found that factors of managing risk which included; guarantees and appropriate risk allocation, from the state influenced the PPPs performance. Consistent to this, Oluwafemi and Obawale, (2010) carried out a study on management risk and financial performance of Nigerian financial banks and the research established a significant correlation amid management of risk and performance.

Overall, accountability was found to be positively associated and with a significant relationship with project performance in Kenyan state corporations. The outcomes of the findings are similar to those of Alfan and Zakaria (2012) who looked at public-private partnership project's accountability by performing a financial examination of

Malaysian highway authority and found that accountability is positively linked to performance in the public-private partnership projects in Malaysia. They also agree with those of Barrera-Osorio, Sabarwal, Galbert and Habyarimana (2015) who researched on the outcome of public-private partnerships on performance of private schools in Uganda and found that accountability is important if good performance of private schools is to be achieved.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the summary covering the key outcomes of the results as per the research objectives. A conclusion on the association amid the variables of the research was inferred according to the study objectives. Proposals for policy recommendations and further study areas were then presented.

5.2 Summary

The aim of the study was to research PPP's influence on performance of projects in commercial state-owned corporations in Kenya. Research writings show that expansion in PPPs impacts venture execution. General investigations demonstrate that there has been an unfaltering increment in the interest in PPPs in administration extends after some time. This structures the inspiration for the examination. It gets imperative to backlog the impact of PPPs on venture implementation in business state-possessed partnerships.

On technical skills and performance of projects in Kenyan commercial state-owned corporations, the outcomes of the findings showed that technical skills were key determinants of project performance. This was supported by most of those undertook the study who affirmed that PPPs had brought in technical expertise in fields where such was required in carrying out corporation's projects, experienced personnel had well been sourced through engagement of PPPs in carrying out projects, key competencies were well screened by way of involving PPPs enhancing better project management within the corporation, customized specialized training had been offered by PPPs in areas where there was need for special skills and that skills development has been developed in the corporation by involving PPP in project execution and implementation. Results from correlation analysis show that the link amidst project performance and technical skills was sturdy/ robust and positive. Outcomes from regression analysis demonstrate a statistically significant link amidst project performance and technical skills.

On financial contribution and performance projects in commercial state-owned corporations in Kenya the outcomes of the findings showed that financial contribution

was a main determining factor of project performance. This was supported by most of those that took part in the study who agreed that financial support for feasibility analysis to check viability of the corporation's projects was provided as a result of the PPPs, budget requirements were well met where PPPs are in place covering the project life, sufficient leverage in case of deficiency had been eased though PPPs covering cost needs, capital requirements for big projects had been adequately met by way of PPPs and that running costs had been well taken into account in engaging PPPs in carrying out various projects within the corporation. Results from correlation analysis show that the link amidst project performance and financial contribution was sturdy/ robust and positive. Outcomes from regression analysis demonstrate a statistically significant link amidst project performance and financial contribution.

On risk mitigation and performance of projects in commercial state-owned corporations in Kenya, the outcomes of the findings showed that risk mitigation was a chief determining factor for project performance. This was supported by most of those that took part in the study who agreed that risk analysis was well carried out before any corporation's project undertakings were carried out, the type of contract agreement in PPPs had clear ways in which risk was dealt with in an attempt to mitigate it, guarantee from the government on risk control and mitigation was well in place in the life of the PPP projects, appropriate risk allocation measures had been put in place so as to attribute the risk accordingly and that contingency measures where adverse risk scenario arise were in place and were frequently assessed. Results from correlation analysis show that the link amidst project performance and risk mitigation was sturdy/ robust and positive. Outcomes from regression analysis demonstrate a statistically significant link amidst project performance and risk mitigation.

Lastly, on accountability and performance of projects in commercial state-owned corporations in Kenya the outcomes of the findings showed that accountability was an imperative determining factor for project performance. This was supported by most of those that took part in the study who agreed that transparency had been enhanced in PPPs so as to increase accountability, information timeliness measures was highly advocated for in the project operations, financial reporting practices had been put in place and were functional in pursuit of accountability, accurateness of information was highly exercised in PPPs for decision making and that internal control measures

were well in place for checks and balances. Results from correlation analysis show that the link amidst project performance and accountability was weak and positive. Outcomes from regression analysis demonstrate a statistically significant link amidst project performance and accountability.

5.3 Conclusions

On technical skills and project performance, it can be concluded that PPPs had brought in technical expertise in fields where such was required in carrying out corporation's projects. From the findings it can be concluded that experienced personnel had well been sourced through engagement of PPPs in carrying out projects and that key competencies were well screened by way of involving PPPs enhancing better project management within the corporation. Furthermore, customized specialized training had been offered by PPPs in areas where there was need for special skills and that skills development has been developed in the corporation by involving PPP in project execution and implementation. Finally, commercial state corporations in Kenya have in place technical skills measures and such technical skills were important in determining project performance in the institutions.

On financial contribution and project performance, it can be concluded that financial support for feasibility analysis to check viability of the corporation's projects was provided as a result of the PPPs and that budget requirements were well met where PPPs are in place covering the project life. It can also be concluded that sufficient leverage in case of deficiency had been eased through PPPs covering cost needs and that capital requirements for big projects had been adequately met by way of PPPs. In addition, running costs had been well taken into account in engaging PPPs in carrying out various projects within the corporation. The researcher concludes that commercial state corporations in Kenya had incorporated measures for financial contribution and such financial contribution was important in determining project performance in the institutions.

On risk mitigation and project performance, it can be concluded that risk analysis was being well carried out before any corporation's project undertakings were carried out. Also, the type of contract agreement in PPPs had clear ways in which risk was dealt with in an attempt to mitigate it. It can also be concluded that guarantee from the

government on risk control and mitigation was well in place in the life of the PPP projects. Furthermore, appropriate risk allocation measures had been put in place so as to attribute the risk accordingly. In addition, it can be concluded that contingency measures where adverse risk scenario arise were in place and were frequently assessed. The researcher concludes that commercial state corporations in Kenya had implemented measures for risk mitigation and such risk mitigation was important in determining project performance in the institutions.

On accountability and project performance, it can be concluded that transparency had been enhanced in PPPs so as to increase accountability. In addition, information timeliness measures were highly advocated for in the project operations. Further, it can be concluded that financial reporting practices had been put in place and were functional in pursuit of accountability. Also, it can be concluded that accurateness of information was highly exercised in PPPs for decision making and that internal control measures were well in place for checks and balances. Finally, the researcher concludes that commercial state corporations had implemented measures for accountability and those accountability measures were imperative in the determination of project performance in the institutions.

5.4 Recommendations

On technical skills, the researcher suggests that the management of PPPs should make sure they source for the most economical technical expertise in fields where required in carrying out corporation's projects so as to achieve high output level. The researcher also recommended that measures to be put in place to ensure key competencies are well screened to enhancing better project management.

On financial contribution, the researcher recommends that the government provides financial support for feasibility analysis to check viability of the corporation's projects so as to empower them to do it effectively. The researcher also suggests that the PPPs put in place actions to ensure budget requirements are well within limit and adequately met during the project life. Furthermore, the researcher recommends that sufficient leverage measures should be enhanced to curb costing needs.

On risk mitigation, the researcher recommends that PPPs should involve specialists in carrying out risk analysis before any corporation's project undertakings are carried

out. Further, the researcher recommends that measures are put in place to ensure clear ways in which risk is dealt with are well spelt out to enhance mitigation. In addition, the researcher suggests that the government should have in place measures to ensure guarantee to enhance risk control and mitigation. Finally, frequent assessments should be in place to strengthen contingency measures for adverse risk scenarios.

On accountability, the researcher recommends that more transparency measures be incorporated in PPPs so as to enhance accountability. Furthermore, financial reporting practices should be emphasized in PPPs and should be well implemented in enhancing accountability in the institutions. The researcher also recommends that measures of internal controls should be well set up to enhance checks and balances in the state corporations thus enhancing accountability.

5.5 Suggestions for Further Study

This research addressed issues on technical skills, risk mitigation, accountability and financial contribution around the PPPs. The researcher recommends that it is imperative to have an elective investigation be carried out in different organizations for example in the private areas in Kenya maybe utilizing similar elements utilized in this investigation in order to see if the results will be predictable in an alternate setting. An extra examination can likewise be executed utilizing a similar point on PPPs yet utilizing various factors to quantify the variable in deciding in general execution to see if the investigation results will be conflicting or predictable to those in the current investigation.

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APPENDICES

Appendix 1: List of Purely Commercial State Corporations

1. Yatta Vineyards Ltd
2. University of Nairobi Press (UONP)
3. University of Nairobi Enterprises Ltd.
4. Sunset Hotel Kisumu
5. South Nyanza Sugar Company Limited
6. Simlaw Seeds Uganda
7. Simlaw Seeds Tanzania
8. School Equipment Production Unit
9. Rivatex (East Africa) Ltd.
10. Research Development Unit Company Ltd
11. Nzoia Sugar Company Ltd
12. Nyayo Tea Zones Development Corporation
13. New Kenya Co-operative Creameries
14. National Housing Corporation
15. Muhoroni Sugar Company Ltd
16. Mt Elgon Lodge
17. KWA Holdings
18. Kenya Wine Agencies Ltd (KWAL)
19. Kenya Safari Lodges and Hotels Ltd. (Mombasa)
20. Kenya Reinsurance Corporation Ltd
21. Kenya National Trading Corporation (KNTC)
22. Kenya National Shipping Line
23. Kenya National Assurance Co. (2001) Ltd
24. Kenya Meat Commission
25. Kenya Literature Bureau (KLB)
26. Kabarnet Hotel Limited
27. Jomo Kenyatta University Enterprises Ltd.
28. Jomo Kenyatta Foundation
29. Golf Hotel Kakamega
30. Development Bank of Kenya Ltd
31. Consolidated Bank of Kenya
32. Chemilil Sugar Company Ltd
33. Beach Hotel, Ngulia Lodge, Voi Lodge)
34. Agro-Chemical and Food Company

Source: Republic of Kenya (2017)

Appendix II: Introduction Letter

TO WHOM IT MAY CONCERN

Dear Sir/Madam

REF: RESEARCH STUDY

My name is Paul Mungai, a post graduate scholar perusing Master of Business Administration at Kenyatta University, Nairobi. I am lettering an exploration thesis that is an obligation for the degree reward. The subject of my study is; **“Private Public Partnerships and Project Performance of Purely Commercial State Corporations in Kenya”**. I kindly appeal your help through availing spell to reply to the survey. The entirely facts and figures composed would be preserved in stringent self-assurance as well as utilized only for determination of the research work.

Thank you for your cooperation.

Yours faithfully

Paul K. Mungai

D53/CTY/PT/25881/2013

Appendix III: Research Questionnaire

SECTION A: Respondent's Information

- 1) What is your gender?
 - 1) Female []
 - 2) Male []

- 2) Indicate the category for your age
 - a. 51 years and above []
 - b. From 35 to 50 years []
 - c. From 20 to 34 years []
 - d. Less than 20 years []

- 3) Please indicate your experience for work
 - More than 10 years []
 - Between 4 and 9 years []
 - Less than 4 years []

- 4) What is your highest accomplished education level?
 - Doctorate Degree []
 - Master's Degree []
 - Bachelor's Degree []
 - Diploma []

- 5) Please indicate the duration in this corporation
 - 10 years and above []
 - From 6 to 10 years []
 - From 3 to 6 years []
 - Less than 3 years []

SECTION B: PUBLIC PRIVATE PARTNERSHIPS AND PROJECT PERFORMANCE.

This section presents assessment statements on the effect of the predictor factors on project performance.

Section B1: Technical Skills and Project Performance

This area presents assessment statements on technical skills and project performance. Kindly tick (x) in the respective space which best defines how much you agree with every of these statements. The scale key is as follows;

(5 for Strongly Agree; 4 for Agree; 3 for Neutral; 2 for Disagree; 1 and Strongly Disagree)

Remark	1	2	3	4	5
PPPs have brought in technical expertise in fields where such is required in carrying out corporation's projects					
Experienced personnel have well been sourced through engagement of PPPs in carrying out projects					
Key competencies are well screened by way of involving PPPs enhancing better project management within the corporation					
Customized specialized training has been offered by PPPs in areas where there is need for special skills					
Skills development has been developed in the corporation by involving PPP in project execution and implementation					

What technical skills do you believe are of greatest importance in your corporation in execution of projects? List giving priority to those that are greatest to the least

.....

Section B2: Financial Contribution and Project Performance

This area presents assessment statements on financial contribution and project performance. Kindly tick (x) in the respective space which best defines how much you agree with every of these statements. The scale key is as follows;

(5 for Strongly Agree; 4 for Agree; 3 for Neutral; 2 for Disagree; 1 and Strongly Disagree)

Remark	1	2	3	4	5
Financial support for feasibility analysis to check viability of the corporation's projects are provided as a result of the PPP					
Budget requirements are well met where PPPs are in place covering the project life					
Sufficient leverage in case of deficiency has been eased though PPPs covering cost needs					
Capital requirements for big projects have been adequately met by way of PPPs					
Running costs have been well taken into account in engaging PPPs in carrying out various projects within the corporation					

How do you think financial contribution by PPPs in your corporation will best contribute in execution of projects? List giving priority to those that are greatest to the least.....

Section B3: Risk Mitigation and Project Performance

This area presents assessment statements on risk mitigations and project performance. Kindly tick (x) in the respective space which best defines how much you agree with every of these statements. The scale key is as follows;

(5 for Strongly Agree; 4 for Agree; 3 for Neutral; 2 for Disagree; 1 and Strongly Disagree)

Remark	1	2	3	4	5
Risk analysis is well carried out before any corporation's project undertakings are carried out					
The type of contract agreement in PPPs have clear ways in which risk is dealt with in an attempt to mitigate					
Guarantee from the government on risk control and mitigation is well in place in the life of the PPP projects					
Appropriate risk allocation measures have been put in place so as to attribute the risk accordingly					
Contingency measures where adverse risk scenario arise are in place and are frequently assessed					

How do you think PPPs will best enhance risk mitigation in your corporation in implementation of projects?

.....

Section B4: Accountability and Project Performance

This area presents assessment statements on accountability and project performance. Kindly tick (x) in the respective space which best defines how much you agree with every of these statements. The scale key is as follows;

(5 for Strongly Agree; 4 for Agree; 3 for Neutral; 2 for Disagree; 1 and Strongly Disagree)

Remark	1	2	3	4	5
Transparency has been enhanced in PPPs so as to increase accountability					
Information timeliness measures is highly advocated for in the project operations					
Financial reporting practices have been put in place and are functional in pursuit of accountability					
Accurateness of information is highly exercised in PPPs for decision making					
Internal control measures are well in place for checks and balances					

How do you think accountability in your corporation will best contribute in increasing performance of projects?

.....

.....

.....

SECTION C: PROJECT PERFORMANCE

This area presents assessment statements on project performance. Kindly tick (x) in the respective space which best defines how much you agree with every of these statements. The scale key is as follows;

(5 for Strongly Agree; 4 for Agree; 3 for Neutral; 2 for Disagree; 1 and Strongly Disagree)

Remark	1	2	3	4	5
Project efficiency has been experienced in the recent past					

and hence constitutes project success					
The executed projects have had the expected impact on customers and they have experienced satisfaction as a result of such projects					
Implemented projects have had expected returns cost reduction leading to business success					
The contractors of the projects have had their interest in the executed projects catered for and they have gotten contractor benefits from them					
Executed projects have enabled the corporation to prepare for the future as a result of their implementation					

What in your words do you feel should be done in your corporation to improve performance?.....
.....
.....
.....

THANK YOU