

International Journal of **Supply Chain Management** (IJSCM)

**Influence of Public Private Partnerships on Performance of
Projects Among State Corporations in Kenya**

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Influence of Public Private Partnerships on Performance of Projects Among State Corporations in Kenya

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Abstract

Purpose: The overall objective of this study was to examine the influence of public private partnerships on performance of projects among state corporations in Kenya.

Methodology: This research study adopted a descriptive research design approach. The study preferred this method because it allowed an in-depth study of the subject. The study employed stratified random sampling technique in coming up with a sample size of 127 respondents from a total of 187 target population. Structured and semi structured questionnaires were used to collect data. Data gathered from the questionnaires administered was analyzed by the help of Ms Excel and SPSS version 22, while output was presented inform of frequency tables and charts. The study used both descriptive and inferential statistics to show the relationship between variables.

Results and conclusion: The regression equation above has established that taking all factors into account (policy framework, feasibility studies, value for money and risk mitigation) constant at zero, performance of projects among state corporations will be an index of 1.967. The study found that a unit increase in feasibility studies will lead to a 0.358 increase in the performance of PPP projects among state corporations. The P-value was 0.000 and hence the relationship was significant since the p-value was lower than 0.05. The findings presented also shows that taking all other independent variables at zero, a unit increase in policy framework will lead to a 0.132 increase in the performance of PPP projects among state corporations. The P-value was 0.02 which is less 0.05 and thus the relationship was significant. In addition, the study found that a unit increase in value for money will lead to a 0.121 increase in the performance of PPP projects among state corporations. The P-value was 0.000 and thus the relationship was significant because the p-value was less than 0.05. The study also found that a unit increase in risk mitigation will lead to a 0.05 increase in performance of PPP projects among state corporations. The P-value was 0.03, which is less than 0.05 and thus the relationship was significant. The findings of the study indicated that policy framework, feasibility studies, value for money and risk mitigation have a positive relationship with performance of projects among state corporations in Kenya.

Unique contribution to theory, practice and policy: The study recommended that public institutions should embrace public private partnerships so as to improve performance of projects among state corporations and further researches should be carried out in other public institutions to find out if the same results can be obtained.

Keywords: *Policy framework, feasibility studies, value for money and risk mitigation*

1.1 INTRODUCTION

According to the Public Procurement and Disposal (Public Private Partnerships) Regulations, (2013), a Public Private Partnership (PPP) is an agreement between a procuring entity (government ministries and parastatals) and a private party under which the private party undertakes to perform a public function or provide a service on behalf of the procuring entity. The private party receives a benefit for performing the function, either by way of compensation from a public fund, charges or fees collected by the private party from users or customers of a service provided to them or a combination of such compensation and such charges or fees.

PPP is a long-term contractual agreement between a public body and a private partner (or a consortium of private firms) in which the private party provides a public service and assumes substantial risk in the project for a return on their investment. The terrain of public project procurement is gradually changing in many countries as a result of innovative procurement approaches that include PPP's (Dada, 2009). The traditional procurement method has been the most common it has, however, suffered criticisms as a result of perceived drawbacks and limitations (Ojo, 2009).

Zhang (2014) acknowledged the emergence and growing popularity of innovative procurement approaches for infrastructure development through PPP's including limited time privatization based on the concept of concession or build–operate–transfer (BOT) and other variants. PPP approach can have a strong positive effect on the economic life of any country and government is no longer considered the sole provider of public works and services (Montanheiro, 2008). PPP's through the private finance initiative (PFIs) have been recognized as important approaches to solving problems for governments in providing infrastructure systems (Ho, 2016).

In general, PPP's involves the transfer of responsibility (from the public sector to the private sector) for the design, building, finance and operation of public sector assets, such as buildings, infrastructure, equipment and other associated facilities, according to an agreed concession period (normally 25 to 30 years). The private party will raise its own funds to finance all or part of the assets that will deliver the services based on the agreed performance specification. In turn, the public sector will compensate the private party for these services through a monthly lease payment, or, in some PPP projects, part of the payment may flow from the public users directly (Ismail, 2013).

This uptake in PPP's by governments especially in developing countries can be attributed to increasing pressure from their citizens, civil society organizations, and the media to provide sufficient infrastructure services such as transportation, energy and communications (Udechukwu, 2012). The pressure was also felt from the United Nations (UN) Sustainable Development Goals

(SDGs), under which country development and progress is monitored. Hence, confronted with limited funds but growing demand for infrastructure services, governments in both developed and developing countries have begun to view PPP's as a way to expedite critical infrastructure that may otherwise not be built (Agere, 2010).

1.2 Problem Statement

Kenya's long-term development agenda spelt out in the vision 2030, targets an annual growth rate of above 10% with an investment rate of 30%, state corporations are key drivers in this projected growth. State corporations accounted for 20% of the country's GDP, provided employment to about 4 million persons (GoK, 2016). However, state corporations in Kenya have been experiencing a myriad of problems including misappropriation and blatant mismanagement of the meager resources (Regional Economic Outlook, 2013).

At least 30 out of the 46 countries in Sub-Saharan Africa are currently facing a debilitating infrastructural crisis (IMF, 2015). The crisis is fuelled in part by growing demand for infrastructural facilities such as electricity, roads and sewer systems consumption expected to grow at a yearly rate of 2.6% (IEA, 2016). At the same time, rates of urbanization have been increasing at 3.5% a year, industrial and manufacturing sectors expanding as well, thus adding to the growing demand for infrastructural facilities (UNEP, 2014).

According to an annual customer satisfaction survey by some of the state corporations in 2012 and 2013, carried out by a contracted vendor, it is notable that the satisfaction percentage index has been fluctuating towards more and more dissatisfaction, that is, 69% and 66% respectively (Makau, 2014). On the other hand, the corporations face a major challenge in controlling the overall sourcing costs because of the constant increase due the lack of much needed PPP's input; this is evident by posting a decrease in profit prior to tax noted (OECD, 2010).

The problem of poor productivity and the absorption of excessive portion of the budget among state corporations represents a drain on the exchequer meager resources and also results into non delivery on intended services (Africa Infrastructure Country Diagnostic, 2009). This has a negative implication on the welfare of Kenyan citizens and may also imply that Vision 2030 is not met, this where the PPP's specialized input should come in (KIPPRA, 2016).

Studies have done world over, in the UK, previous research by Griffin, Foster and Halpin (2014) on the survey of the influence of PPP's usage in public projects shows that global state corporations' use of the PPP's is high, while in Kenya, previous research by Githumbi (2013) on usage, show that only 33% of state corporations have implemented PPP's as a strategy to improving services. This has left an evident knowledge gap, which the study intends to bridge by determining the influence of public private partnerships on performance of projects among state corporations in Kenya. It is against this back drop that this study sets out to investigate the influence of public private partnerships on performance of projects among state corporations in Kenya.

1.3 Objectives of the Study

- i. To examine the influence of policy framework on performance of projects among state corporations in Kenya.
- ii. To determine the influence of feasibility studies on performance of projects among state corporations in Kenya.
- iii. To assess the influence of the concept of value for money on performance of projects among state corporations in Kenya.
- iv. To examine the influence of risk mitigation on performance of projects among state corporations in Kenya.

2.0 LITERATURE REVIEW

2.1 Public Value Theory

Public value theory was formulated by Moore (1995) to provide public sector managers with a greater understanding of the constraints and opportunities within which they work, and the challenge to create publically valuable outcomes. A decade later, Benington and Moore (2010) improves the argument by opining that public value theory envisages a manager's purpose as going beyond implementation of policy and adherence to institutional norms.

It includes seeking out opportunities to make significant improvements to the lives of the public. Moore (1995) also notes that public value theory articulates a more proactive and strategic role for public sector managers who seek to discover, define and produce public value, instead of just devising means for achieving mandated purposes. So, rather than procuring projects using traditional procurement methods, a public sector client might decide to pursue a project as PPP as long as they can account for cost and saving throughout the project lifetime (Moralos & Amekudzi, 2008).

According to Constable, Passmore and Coats (2008) unlike private enterprise, organizations providing public services are directly accountable to citizens and their democratic representatives. This theory was important in explaining value for money when applied to a PPP, which means that a PPP is supposed to bring larger value for the money that the public sector spends, compared to when services are provided 'in-house' (by public agencies) or when services are contracted out to a private company.

The underlying logic is that using a PPP will make sense, in the opinion of many, only if a PPP can deliver public sector services cheaper and better, meaning with smaller costs as opposed to other options, and with improved quality (and other enhanced output features) as opposed to other options. If value for money is not there, for example, when government costs of the PPP project are higher than costs involved in the direct public service provision, a PPP should not be employed to achieve public procurement when the private sector pays a comparatively economic price for the highest possible specification capable of meeting the expected goals.

2.2 PUBLIC PRIVATE PARTNERSHIPS

2.2.1 Policy Framework

A policy framework encompasses the laws, regulations and policies that are put in place to govern an organization or an activity. The PPP policy framework clearly covers the whole scope of PPP, all stages of the procurement process, methods of procurement, ethics and transparency (Thai, 2009). Robert (2013), states that a good public procurement policy framework is based on the principles of openness and transparency, fair competition, impartiality, and integrity. According to American Bar Association (2010), a sound public procurement system needs to have good procurement laws and regulations.

2.2.2 Feasibility Studies

The term feasible describes an action or event that is likely, probably or possible to happen or achieved. A feasibility study is the total of the actions you take and the questions you ask to determine whether an idea, thought or plan is likely to succeed. An effective study can guide you on whether you should move forward with your idea, refine it, or scrap it altogether and go back to the drawing board (Lohrey, 2013).

2.1.3 The Concept of Value for Money

Value for money means delivering the required public services with the optimal cost and benefits (Akintoye & Chinyio, 2015). It is a key indicator used by the public sector to assess whether a PPP project will offer better value over other conventional procurement options. Akintoye and Chinyio (2015) stated that achieving value for money should be the benchmark strategic objective of PPP projects.

2.1.4 Risk Mitigation

PPP projects usually involve higher degree of risks than conventional procurement, since they are characterized by many stakeholders, a huge amount of investments and long concession periods (Wei-hua & Da-shuang, 2016). Therefore, PPP projects involve not only risks that are project-related but also risks that depend on the inner characteristics of PPP as a procurement method.

2.2 CONCEPTUAL FRAMEWORK

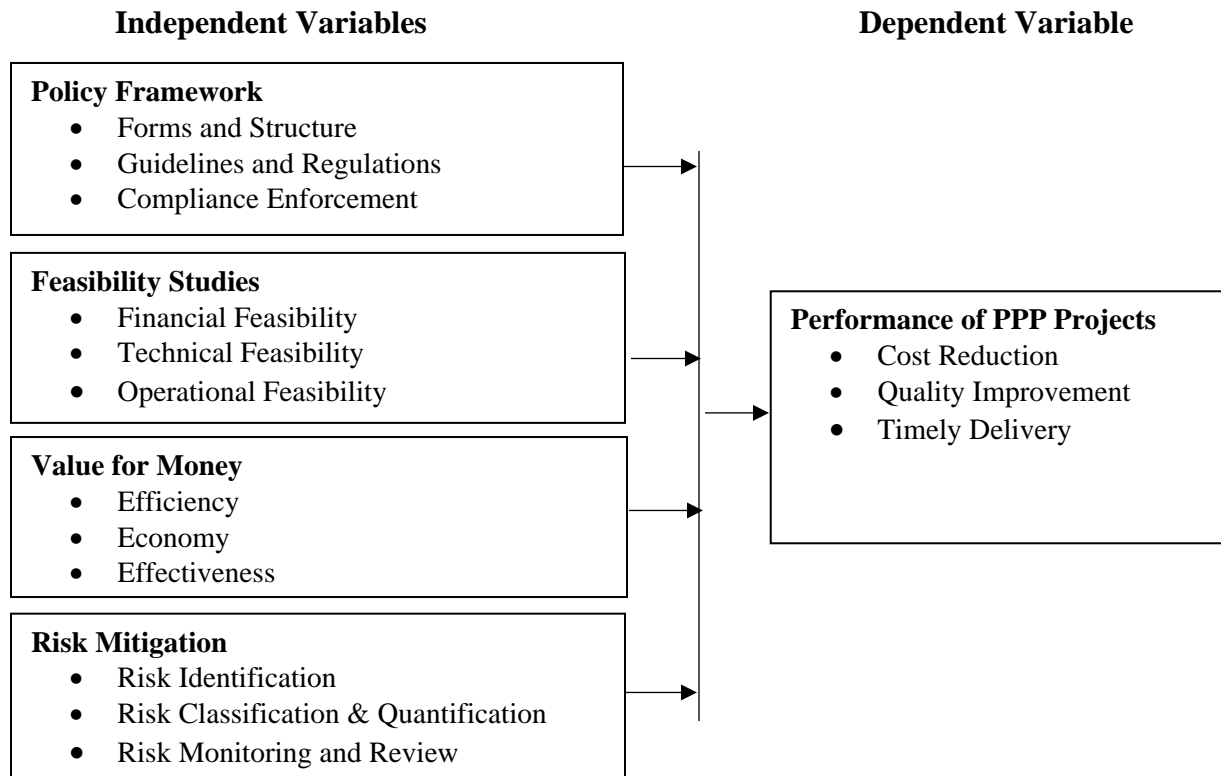


Figure 1: Conceptual framework

3.0 METHODOLOGY

This research study adopted a descriptive research design approach. The study preferred this method because it allowed an in-depth study of the subject. The study employed stratified random sampling technique in coming up with a sample size of 127 respondents from a total of 187 target population. Structured and semi structured questionnaires were used to collect data. Data gathered from the questionnaires administered was analyzed by the help of Ms Excel and SPSS version 22, while output was presented inform of frequency tables and charts. The study used both descriptive and inferential statistics to show the relationship between variables.

4.0 RESULTS FINDINGS

4.1 Introduction

This chapter presents results arising from the analysis of data collected using questionnaires.

4.2 Response Rate

A sample of 127 respondents were approached using questionnaires that allowed the researcher to drop the questionnaire to the respondents and then collect them at a later date when they had filled the questionnaires. A total of 127 questionnaires were distributed to the sampled heads of procurement. Out of the population covered, 110 were responsive representing a response rate of 87%. This was above the 50% which is considered adequate in descriptive statistics according to (Cooper, 2016).

Table 1: Response Rate of Respondents

Response	Frequency	Percentage
Actual Response	110	87%
Non-Response	17	13%
Total	127	100%

4.3 Pilot Study

The cronbach's alpha was computed in terms of the average inter-correlations among the items measuring the concepts. The rule of thumb for cronbach's alpha is that the closer the alpha is to 1 the higher the reliability (Trochin, 2013). A value of at least 0.7 is recommended. Cronbach's alpha is the most commonly used coefficient of internal consistency and stability. Consistency indicated how well the items measuring the concepts hang together as a set. Cronbach's alpha was used to measure realibility. This was done on the four objectives of the study. The higher the coefficient, the more reliable is the test.

Table 2 Reliability Results

Variable	No. of Items	Respondents	α=Alpha	Comment
Policy Framework	9	13	0.893	Reliable
Feasibility Studies	9	13	0.987	Reliable
Value for Money	9	13	0.974	Reliable
Risk Mitigation	9	13	0.976	Reliable

4.4 Demographic Information

This section presented the personal details of the respondents.

4.4.1 Distribution of Respondents by Gender

The study determined the gender distribution of the respondents. The results summarized in the figure below. The result in figure 2 revealed that majority of the respondent (58%) indicated that they were male, while only (42%) of the respondent indicated that they were female. The statistics may raise the issue of gender equity in public private partnership among state corporations in Kenya, but that is outside the scope of this study. A study on South African organizations found that women and men do not differ in their ability to perform tasks, but rather bring a different perspective to performance of projects (Associate, 2017).

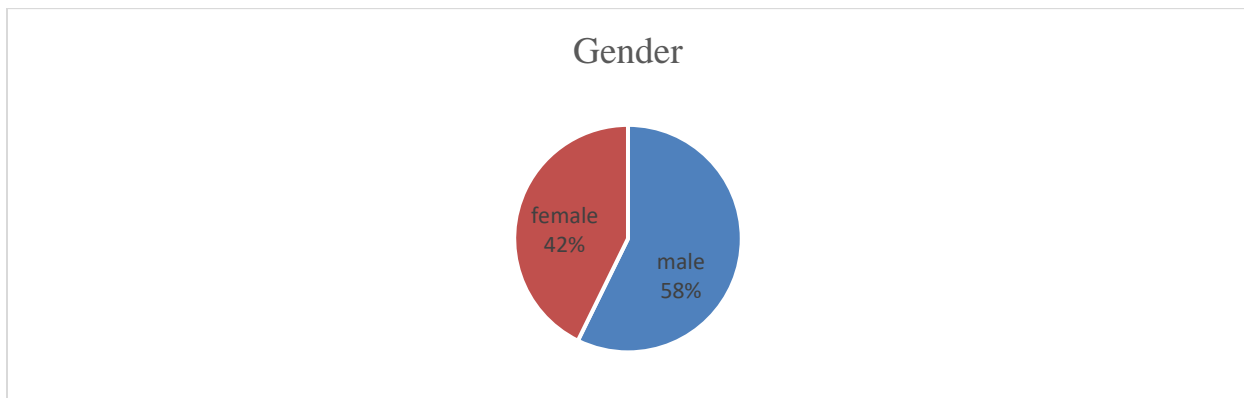


Figure 2: Distribution of Respondents by Gender

4.4.2 Distribution of Respondents by Age

The study also determined the age of the respondents. The results are submitted in figure 3 where the majority 58% were 31-40 years. Respondents aged between 41-50 years were 29%. Respondents above 50 years accounted years accounted for 13%. Again, this shows that those interviewed are adults capable of making independent judgments and the results of a research process involving them is deemed to be valid.

The findings are in agreement with those of Dunn (2010) who established that there are two natural age peaks of the late 30s to early 40s which correlated to employee performance and the performance of public private partnership projects among state corporations.

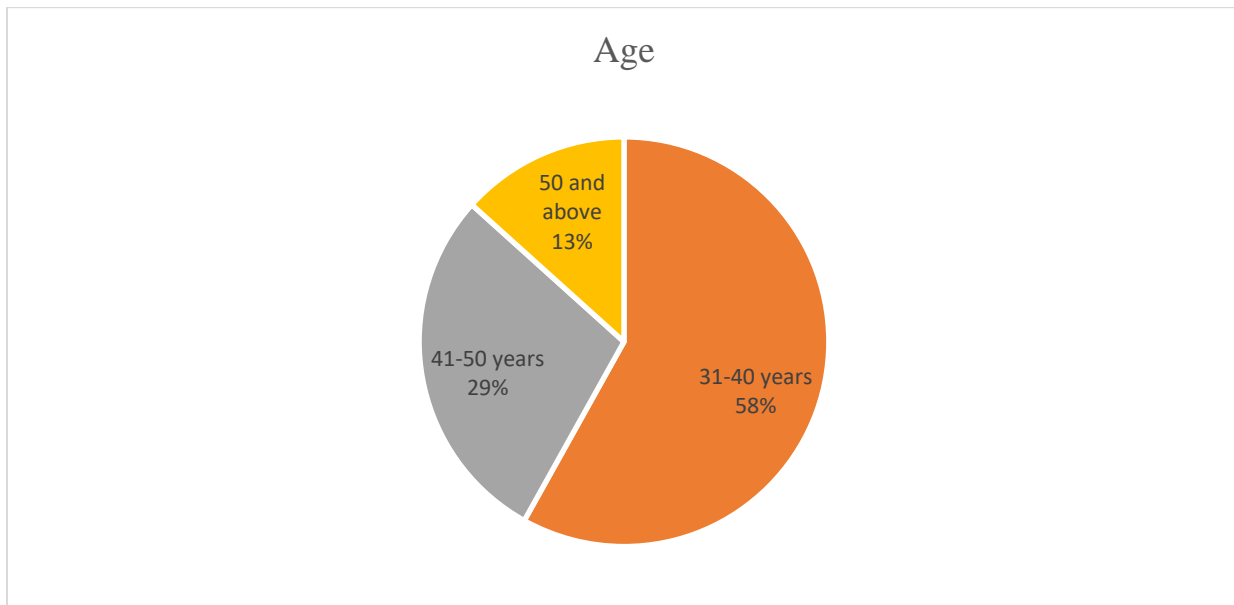


Figure 3: Distribution of Respondents by Age

4.4.3 Distribution of Respondents by Level of Education

The respondents were asked to state their highest level of education and the results were as captured in figure 4. The result further revealed that (87%) of the respondent indicated that their academic qualification was up to degree level. The result also showed that only (13%) of the respondent had masters' level. These findings concur those of Syuhaida (2009) who established that majority of who run public private partnership projects in the state corporations are highly educated and that there is evidence linking education and performance of public private partnership projects.

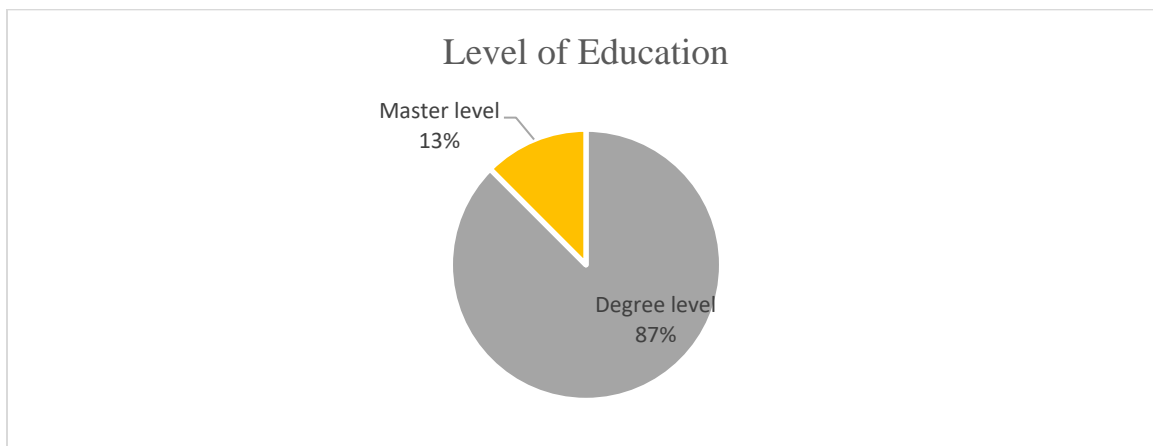


Figure 4: Distribution of Respondents by Level of Education

4.4.4 Distribution of Respondents by Length of Service

The study determined the number of years the respondents had good performance in public private partnership in projects among state corporations in Kenya. The respondents were asked to indicate their work duration. The result revealed that majority of the respondents (50%) indicated that their work duration was 5-8 years. The result also showed that (27%) of the respondent indicated that their work duration was 9 years and above. The result further revealed that (23%) of the respondent indicated that their work duration was 3-5 years. The findings of the study are in tandem with literature review by Pitt (2016) who indicated that a duration and experience of employee helps him or her to have better knowledge and skills which contribute to better performance in public private partnership projects.

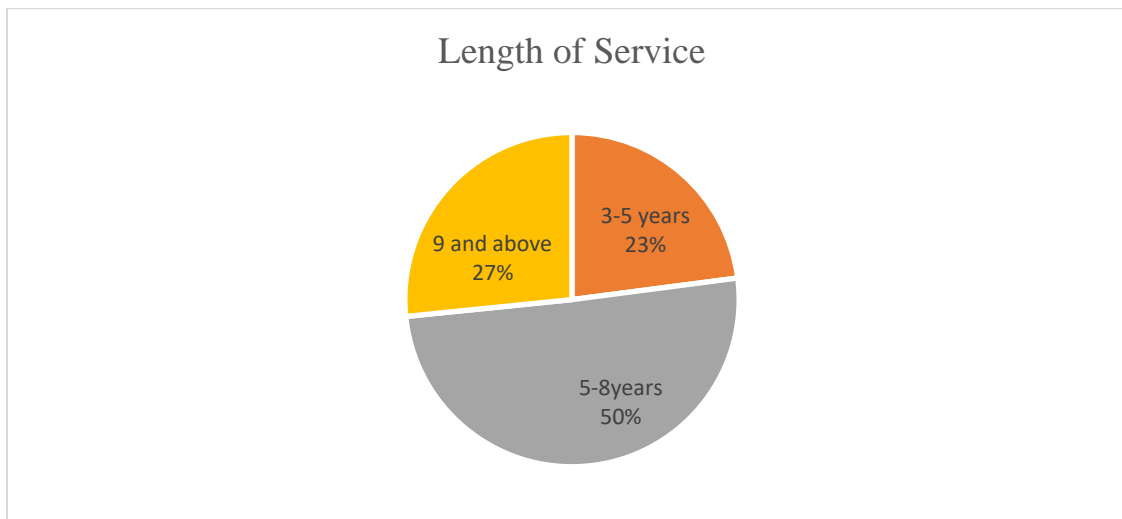


Figure 5: Distribution of Respondents by Length of Service

4.5 Descriptive Statistics

4.5.1 Policy Framework

The first objective of the study was to examine the influence of policy framework on performance of projects among state corporations in Kenya. The respondents were asked to indicate to what extent policy framework influence performance of projects among state corporations. Results indicated that majority of the respondents 46% agreed that it was effective, 41% said that it was very effective, 8% said it was ineffective, somehow effective was at 5%.

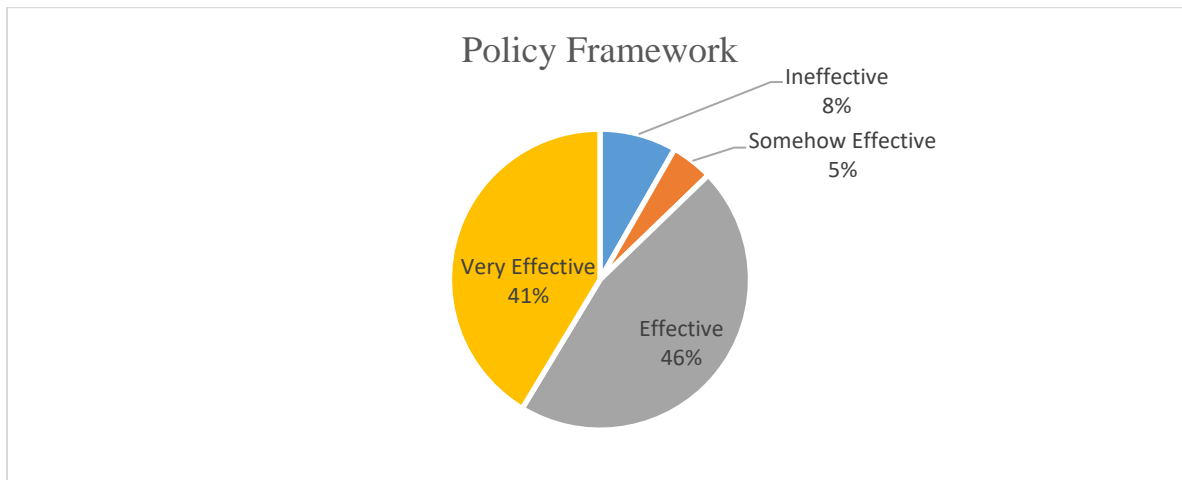


Figure 6: Policy Framework

The respondents were also asked to comment on statements regarding policy framework influence on performance of projects among state corporations in Kenya. The responses were rated on a Likert scale and the results presented in Table 3 below. It was rated on a 5 point Likert scale ranging from; 1= strongly disagree to 5= strongly agree. The scores of ‘strongly disagree’ and ‘disagree’ have been taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. The score of ‘neutral’ has been taken to represent a statement agreed upon, equivalent to a mean score of 2.6 to 3.4. The score of ‘agree’ and ‘strongly agree’ have been taken to represent a statement highly agreed upon equivalent to a mean score of 3.5 to 5.

The result in table 3 revealed that majority of the respondents with a mean of (3.86) agreed with the statement that forms and structures of PPP’s have a significant influence on cost reduction. The measure of dispersion around the mean of the statements was 0.928 indicating the responses were varied. The result revealed that majority of the respondents as indicated by a mean of (3.85) agreed with the statement that guidelines and regulations of PPP’s have a significant influence on cost reduction. The standard deviation for the statement was 0.883 showing a variation. The result revealed that majority of the respondent (3.83) agreed with the statement that compliance enforcement of PPP’s rules have a significant influence on cost reduction. The results were varied as shown by a standard deviation of 0.906.

The result revealed that majority of the respondents as shown by a mean of (4.47) indicated that they agreed with the statement that forms and structures of PPP’s have a significant influence on quality improvement. The responses were varied as measured by standard deviation of 0.501. The result revealed that majority of the respondents with a mean of (4.44) indicated that they agreed with the statement that guidelines and regulations of PPP’s have a significant influence on quality improvement. The responses were varied as measured by standard deviation of 0.656. The result revealed that majority of the respondents (4.47) indicated that they agreed with the statement that compliance enforcement of PPP’s rules have a significant influence on quality improvement. The responses were varied as measured by standard deviation of 0.544.

The result revealed that majority of the respondents (4.44) indicated that they agreed with the statement that forms and structures of PPP's have a significant influence on timely delivery. The responses were varied as measured by standard deviation of 0.752. The result showed that majority of the respondents (4.02) indicated that they agreed with the statement that guidelines and regulations of PPP's have a significant influence on timely delivery. The responses were varied as measured by standard deviation of 0.826. Further, the results indicated that a majority of the respondents (4.4) agreed with the statement that compliance enforcement of PPP's of rules have a significant influence on timely delivery. There was a standard deviation of 0.717 indicating a variation of responses. The average response for the statements on policy framework was 4.19. The findings agree with Montanheiro, (2008) that a good policy framework is necessary for the performance of public private partnerships.

Table 3: Policy Framework

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Forms and structures of PPP's have a significant influence on cost reduction	1.50%	1.50%	36.80%	29.30%	30.80%	3.86	0.928
Guidelines and regulations of PPP's have a significant influence on cost reduction	0.80%	2.30%	36.10%	33.10%	27.80%	3.85	0.883
Compliance enforcement of PPP's rules have a significant influence on cost reduction	1.50%	1.50%	36.80%	32.30%	27.80%	3.83	0.906
Forms and structures of PPP's have a significant influence on quality improvement	0.00%	0.00%	0.00%	52.60%	47.40%	4.47	0.501
Guidelines and regulations of PPP's have a significant influence on quality improvement	1.50%	0.00%	0.00%	49.60%	48.90%	4.44	0.656
Compliance enforcement of PPP's rules have a significant influence on quality improvement	0.00%	0.80%	0.00%	51.10%	48.10%	4.47	0.544
Forms and structures of PPP's have a significant influence on timely delivery	2.30%	0.80%	0.00%	45.10%	51.90%	4.44	0.752
Guidelines and regulations of PPP's have a significant influence on timely delivery	0.00%	0.00%	33.10%	32.30%	34.60%	4.02	0.826
Compliance enforcement of PPP's of rules have a significant influence on timely delivery	1.50%	1.50%	0.00%	49.60%	47.40%	4.4	0.717
Average						4.19	0.745

4.5.2 Feasibility Studies

There was also need to examine the influence of performance of projects among state corporations in Kenya. The respondents were also asked to comment on statements regarding how feasibility studies influenced performance of public private partnership projects in Kenya. Results showed that 49% of respondents indicated it was effective, 36% that it was very effective, 9% ineffective while 6% somehow effective.

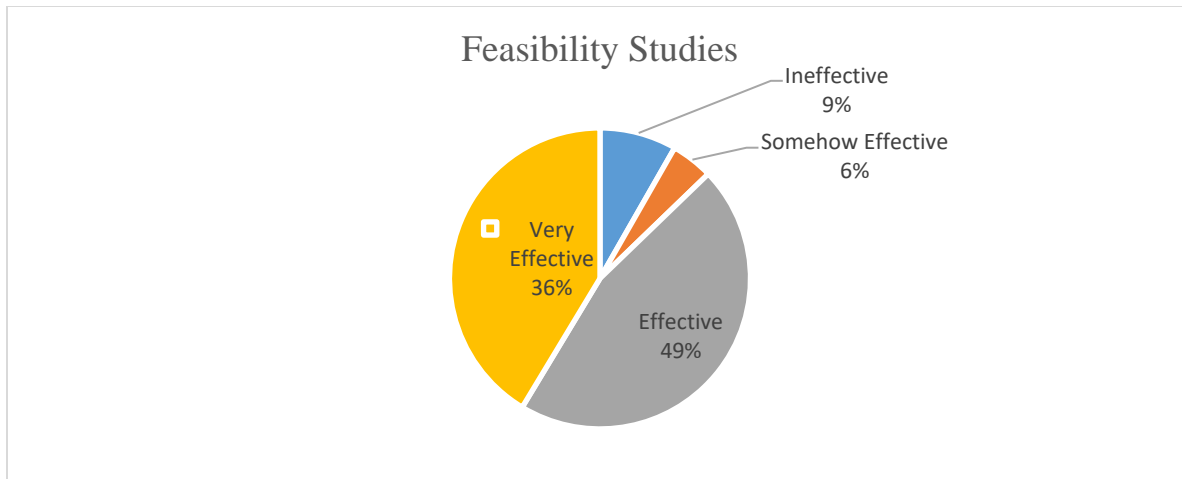


Figure 7: Feasibility Studies

The result in table 4 revealed that majority of the respondent (4.56) agreed with the statement that financial feasibility has a significant influence on cost reduction. The responses were varied as shown by a standard deviation of 0.499. The result revealed that majority of the respondent (4.48) agreed with the statement that technical feasibility have a significant influence on cost reduction. The responses were varied as shown by a standard deviation of 0.502. The result revealed that majority of the respondent (4.39) agreed with the statement that operational feasibility has a significant influence on cost reduction. The responses were varied as shown by a standard deviation of 0.672.

The result further revealed that majority of the respondent (4.44) agreed with the statement that financial feasibility has a significant influence on quality improvement. The responses were varied as shown by a standard deviation of 0.742. The result further revealed that majority of the respondent (4.51) agreed with the statement that technical feasibility has a significant influence on quality improvement. Responses were varied as shown by a standard deviation of 0.502. The result further revealed that majority of the respondent (4.47) agreed with the statement that operational feasibility has a significant influence on quality improvement. Responses were varied as shown by a standard deviation of 0.501.

The result revealed that majority of the respondent (4.37) agreed with the statement that financial feasibility has a significant influence on timely delivery. The responses were varied as shown by a standard deviation of 0.691. The result revealed that majority of the respondent (4.5) agreed with the statement that technical feasibility have a significant influence on timely delivery. The

responses were varied as shown by a standard deviation of 0.502. The result revealed that majority of the respondent (4.51) agreed with the statement that operational feasibility has a significant influence on timely delivery. The responses were varied as shown by a standard deviation of 0.502. The average response for the statements on feasibility studies was 4.47. The findings agree with Mwaengo (2012) that feasibility studies are necessary for the performance of public private partnerships projects.

Table 4: Feasibility Studies

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Financial feasibility has a significant influence on cost reduction	0.00%	0.00%	0.00%	44.40%	55.60%	4.56	0.499
Technical feasibility has a significant influence on cost reduction	0.00%	0.00%	0.00%	51.90%	48.10%	4.48	0.502
Operational feasibility has a significant influence on cost reduction	0.00%	2.30%	3.80%	46.60%	47.40%	4.39	0.672
Financial feasibility has a significant influence on timely delivery	1.50%	1.50%	1.50%	42.90%	52.60%	4.44	0.742
Technical feasibility has a significant influence on timely delivery	0.00%	0.00%	0.00%	48.90%	51.10%	4.51	0.502
Operational feasibility has a significant influence on timely delivery	0.00%	0.00%	0.00%	52.60%	47.40%	4.47	0.501
Financial feasibility has a significant influence on quality improvement	0.80%	1.50%	3.00%	49.60%	45.10%	4.37	0.691
Technical feasibility has a significant influence on quality improvement	0.00%	0.00%	0.00%	49.60%	50.40%	4.5	0.502
Operational feasibility has a significant influence on quality improvement	0.00%	0.00%	0.00%	48.90%	51.10%	4.51	0.502
Average						4.47	0.568

4.5.3 Value for Money

There was also need to assess the influence of value for money on performance of projects among state corporations in Kenya as the third objective. The respondents were asked to comment on extent of value for money influence on performance public private partnership projects in Kenya. Results indicated that majority of the respondents 50% agreed that it was effective, 42% said that it was very effective, 4% said it was somehow effective and ineffective at 4%.

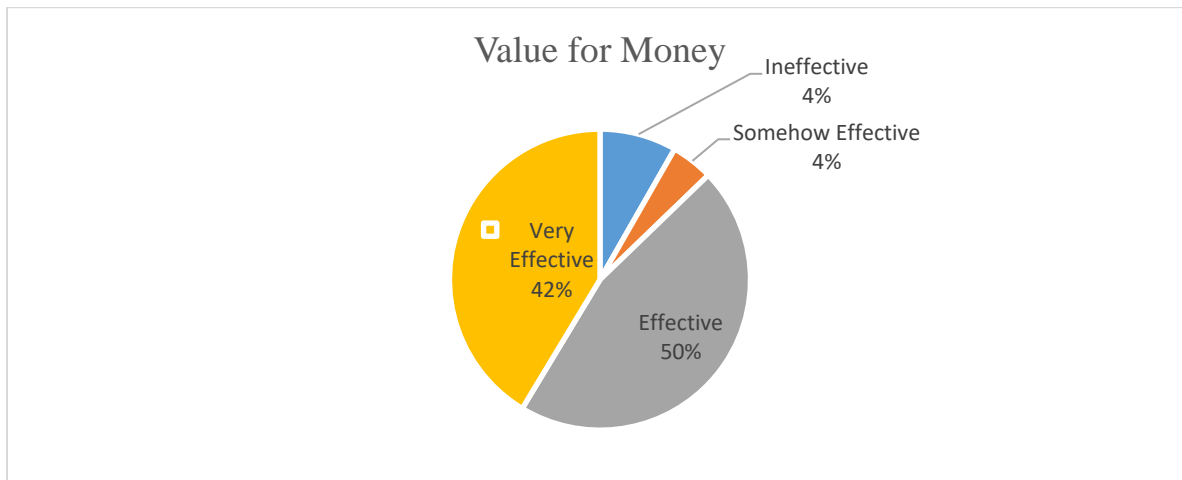


Figure 7: Value for Money

The respondents were asked to indicate their levels of agreement on statements regarding value for money. The results in table 5 revealed that majority of the respondent (4.14) agreed with the statement that efficiency in public private partnerships has a significant influence on cost reduction. The responses were varied as shown by the standard deviation of 0.818. The result revealed that majority of the respondent (3.87) agreed with the statement that economy in public private partnerships has a significant influence on cost reduction. The measures of dispersion around the mean were 0.783. The result revealed that majority of the respondent (3.86) agreed with the statement that effectiveness in public private partnerships has a significant influence on cost reduction. The measures of dispersion around the mean were 0.955.

The result revealed that majority of the respondent (3.98) agreed with the statement that efficiency in public private partnerships has a significant influence on quality improvement. The measures of dispersion around the mean were 0.802. The result revealed that majority of the respondent (3.82) agreed with the statement that economy in public private partnerships has a significant influence on quality improvement. The measures of dispersion around the mean were 1.029. The result revealed that majority of the respondents as shown by a mean of (4) indicated that they agreed with the statement that effectiveness in public private partnerships has a significant influence on quality improvement. The responses were varied as measured by standard deviation of 0.816.

The result revealed that majority of the respondents with a mean of (2.86) indicated that they agreed with the statement that efficiency in public private partnerships has a significant influence on timely delivery. The responses were varied as measured by standard deviation of 1.476. The result revealed that majority of the respondents (4.44) indicated that they agreed with the statement that economy in public private partnerships has a significant influence on timely delivery. The responses were varied as measured by standard deviation of 0.498. The result revealed that majority of the respondents (4.53) indicated that they agreed with the statement that effectiveness in public private partnerships has a significant influence on timely delivery. The responses were varied as measured by standard deviation of 0.501. The average response for the statements on participative style of leadership was 3.94. The findings agree with Lakomy-Zinowik (2017) that

observing if each activity has value for money is necessary for the performance of public private partnerships projects.

Table 5: Value for Money

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Efficiency in public private partnerships has a significant influence on cost reduction	0.00%	0.00%	27.10%	31.60%	41.40%	4.14	0.818
Economy in public private partnerships has a significant influence on cost reduction	0.00%	0.00%	37.60%	37.60%	24.80%	3.87	0.783
Effectiveness in public private partnerships has a significant influence on cost reduction	0.00%	6.80%	33.10%	27.80%	32.30%	3.86	0.955
Efficiency in public private partnerships has a significant influence on quality improvement	0.00%	0.00%	33.10%	36.10%	30.80%	3.98	0.802
Economy in public private partnerships has a significant influence on quality improvement	3.80%	3.80%	29.30%	33.10%	30.10%	3.82	1.029
Effectiveness in public private partnerships has a significant influence on quality improvement	0.00%	0.00%	33.10%	33.80%	33.10%	4	0.816
Efficiency in public private partnerships has a significant influence on timely delivery	26.3%	18.80%	15.00%	21.80%	18.00%	2.86	1.476
Economy in public private partnerships has a significant influence on timely delivery	0.00%	0.00%	0.00%	56.40%	43.60%	4.44	0.498
Effectiveness in public private partnerships has a significant influence on timely delivery	0.00%	0.00%	0.00%	46.60%	53.40%	4.53	0.501
Average						3.94	0.853

4.5.4 Risk Mitigation

The last objective of the study was to determine the influence of risk mitigation on performance of projects among state corporations in Kenya. The respondents were asked to indicate to what extent risk mitigation influenced performance public private partnership projects in Kenya. Results indicated that majority of the respondents 48% agreed that it was very effective, 44% said that it was effective, 5% said it was ineffective, while somehow effective was at 3%.

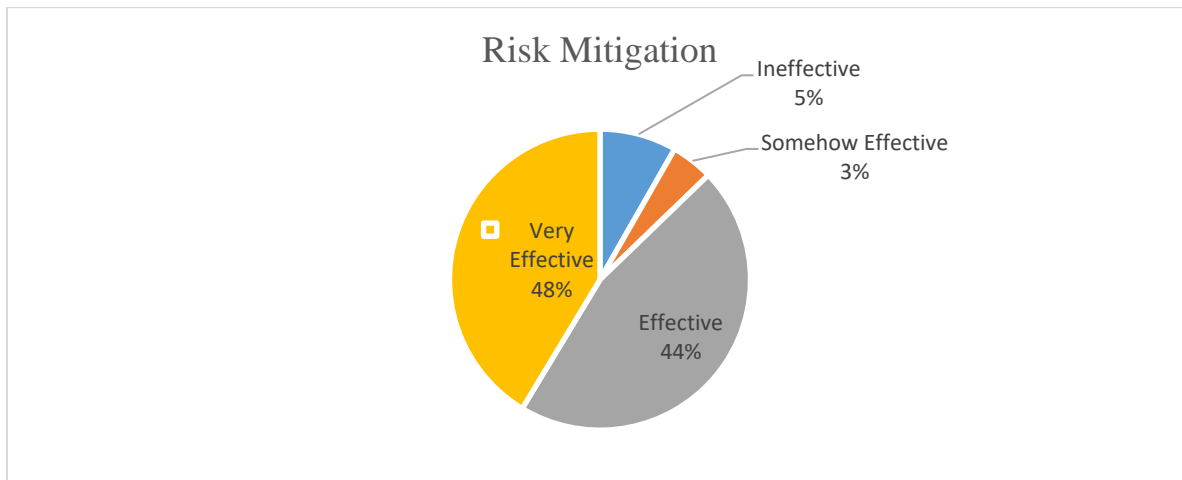


Figure 8: Risk Mitigation

The respondents were also asked to comment on statements regarding risk mitigation influenced performance of public private partnership projects in Kenya. The respondents were asked to indicate descriptive responses for risk mitigation. The result in table 6 revealed that majority of the respondents as indicated by a mean of (3.98) indicated that they agreed with the statement that risk identification has a significant influence on cost reduction. The responses were varied as measured by standard deviation of 0.83. The result revealed that majority of the respondents as shown by a mean of (3.9) indicated that they agreed with the statement that risk classification and quantification has a significant influence on cost reduction. The responses were varied as measured by standard deviation of 0.815. The result revealed that majority of the respondents with a mean of (4.05) indicated that they agreed with the statement that risk monitoring and review has a significant influence on cost reduction. The responses were varied as measured by standard deviation of 0.847.

The result revealed that majority of the respondents (4.46) indicated that they agreed with the statement that risk identification has a significant influence on quality improvement. The responses were varied as measured by standard deviation of 0.5. The result revealed that majority of the respondents (4.58) indicated that they agreed with the statement that risk classification and quantification have a significant influence on quality improvement. The responses were varied as measured by standard deviation of 0.496. The result showed that majority of the respondents (2.99) indicated that they agreed with the statement that risk monitoring and review has a significant influence on quality improvement. The responses were varied as measured by standard deviation of 1.459.

The result revealed that majority of the respondents as shown by a mean of (2.96) indicated that they agreed with the statement that risk identification has a significant influence on reducing delivery time. The responses were varied as measured by standard deviation of 1.489. The result revealed that majority of the respondents with a mean of (3.56) indicated that they agreed with the statement risk classification and quantification has a significant influence on reducing delivery time. The responses were varied as measured by standard deviation of 1.117. The result revealed

that majority of the respondents (3.71) indicated that they agreed with the statement that risk monitoring and review has a significant influence on reducing delivery time. The responses were varied as measured by standard deviation of 1.07. The average response for the statements on risk mitigation was 3.79. The findings agree with Marques (2011) that exemplary risk mitigation is necessary for the performance of public private partnerships projects.

Table 6: Risk Mitigation

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Risk identification has a significant influence on cost reduction	0.00%	0.00%	35.30%	31.60%	33.10%	3.98	0.83
Risk classification and quantification has a significant influence on cost reduction	0.00%	0.00%	38.30%	33.10%	28.60%	3.9	0.815
Risk monitoring and review has a significant influence on cost reduction	0.00%	0.00%	33.10%	28.60%	38.30%	4.05	0.847
Risk identification has a significant influence on quality improvement	0.00%	0.00%	0.00%	54.10%	45.90%	4.46	0.5
Risk classification and quantification has a significant influence on quality improvement	0.00%	0.00%	0.00%	42.10%	57.90%	4.58	0.496
Risk monitoring and review has a significant influence on quality improvement	21.8%	20.3%	15.00%	22.60%	20.30%	2.99	1.459
Risk identification has a significant influence on reducing delivery time	24.1%	17.3%	19.50%	16.50%	22.60%	2.96	1.489
Risk classification and quantification has a significant influence on reducing delivery time	0.00%	24.1%	21.10%	29.30%	25.60%	3.56	1.117
Risk monitoring and review has a significant influence on reducing delivery time	0.00%	18.0%	21.10%	32.30%	28.60%	3.71	1.07
Average						3.79	0.958

4.6 Correlation Analysis

Correlation analysis was used to determine both the significance and degree of association of the variables and also predict the level of variation in the dependent variable caused by the independent variables. The results of the correlation analysis are summarized in Table 7.

Table 7: Summary of Pearson's Correlations

Correlations		Policy Framework	Feasibility Studies	Value for Money	Risk Mitigation	Performance of PPP Projects	
Policy Framework	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	110					
Feasibility Studies	Pearson Correlation	.558**	1				
	Sig. (2-tailed)						
	N	110	110				
Value for Money	Pearson Correlation	.532**	.546**	1			
	Sig. (2-tailed)						
	N	110	110	110			
Risk Mitigation	Pearson Correlation	.570**	.845**	.613**	1		
	Sig. (2-tailed)						
	N	110	110	110	110		
Performance of PPP Projects	Pearson Correlation	.714**	.728**	.714**	.737**	1	
	Sig. (2-tailed)	0	0	0	0		
	N	110	110	110	110	110	

**** Correlation is significant at the 0.05 level (2-tailed).**

The correlation summary shown in Table 7 indicated that the associations between each of the independent variables and the dependent variable were all significant at the 95% confidence level. The correlation analysis to determine the association between policy framework and performance of public private partnerships projects among state corporations in Kenya, Pearson correlation coefficient computed and tested at 5% significance level. The results indicate that there was a positive relationship ($r=0.714$) between policy framework and performance of public private partnerships projects among state corporations in Kenya. In addition, the researcher found the relationship to be statistically significant at 5% level ($p=0.000$, <0.05).

The correlation analysis to determine the relationship between feasibility studies and performance of public private partnerships projects among state corporations in Kenya, Pearson correlation coefficient computed and tested at 5% significance level. The results indicated that there was a positive relationship ($r=0.728$) between feasibility studies and performance of public private partnerships projects among state corporations in Kenya. In addition, the researcher found the relationship to be statistically significant at 5% level ($p=0.000, <0.05$).

The correlation analysis to determine the relationship between values for money and performance of public private partnerships projects among state corporations in Kenya, Pearson correlation coefficient computed and tested at 5% significance level. The results indicate that there was a positive relationship ($r=0.714$) between value for money and performance of public private partnerships projects among state corporations in Kenya. In addition, the researcher found the relationship to be statistically significant at 5% level ($p=0.000, <0.05$).

The correlation analysis to determine the relationship between risk mitigation and performance of public private partnerships projects among state corporations in Kenya, Pearson correlation coefficient computed and tested at 5% significance level. The results indicate that there was a positive relationship ($r=0.737$) between risk mitigation and performance of public private partnerships projects among state corporations in Kenya. In addition, the researcher found the relationship to be statistically significant at 5% level ($p=0.000, <0.05$).

4.7 Regression Analysis

In this study multivariate regression analysis was used to determine the significance of the relationship between the dependent variable and all the independent variables pooled together. Regression analysis was conducted to find the proportion in the dependent variable (performance of projects) which can be predicted from the independent variables (policy framework, feasibility studies, value for money and risk mitigation). Table 8 presented the regression coefficient of independent variables against dependent variable. The results of regression analysis revealed there was a significant positive relationship between dependent variable and the independent variable.

The independent variables reported R value of 0.796 indicating that there was perfect relationship between dependent variable and independent variables. The coefficient of determination also called the R^2 was 0.634. R^2 value of 0.634 means that 63.4% of the corresponding variation in performance of PPP projects can be explained or predicted by (policy framework, feasibility studies, value for money and risk mitigation) which indicated that the model fitted the study data. The results of regression analysis revealed that there was a significant positive relationship between dependent variable and independent variable at ($\beta = 0.634$), $p=0.000 <0.05$).

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.796 ^a	0.634	0.622	0.203452

Table 9: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.167	4	2.292	45.84	.000 ^b
	Residual	5.298	105	0.050		
	Total	14.465	109			

The significance value is 0.000 which is less than 0.05 thus the model is statistically significance in predicting how policy framework, feasibility studies, value for money and risk mitigation influence performance of public private partnership projects in Kenya. The F critical at 5% level of significance was 25.65. Since F calculated which can be noted from the ANOVA table above is 45.84 which is greater than the F critical (value =25.65), this shows that the overall model was significant. The study therefore establishes that; policy framework, feasibility studies, value for money and risk mitigation influence performance of public private partnership projects. These results agree with Jooste (2011) results which indicated a positive and significant influence of policy framework, feasibility studies, value for money and risk mitigation on performance of projects.

Table 10: Coefficients of Determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
1 (Constant)	1.967	0.218		9.022	0.000
Feasibility Studies	0.358	0.049	0.568	7.327	0.000
Policy Framework	0.132	0.056	0.152	2.364	0.000
Value for Money	0.121	0.032	0.27	3.835	0.020
Risk Mitigation	0.05	0.05	0.074	0.998	0.030

a. Predictors: (Constant), Policy Framework, Feasibility Studies, Value for Money and Risk Mitigation

b. Dependent Variable: Performance of PPP Projects

The research used a multiple regression model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y= Performance of PPP Projects

β_0 = Constant Coefficient

X_1 = Feasibility Studies

X_2 = Policy Framework

X_3 = Value for Money

X_4 = Risk Mitigation

ε = Random Error Term

The regression equation is;

$$Y = 1.967 + 0.358X_1 + 0.132X_2 + 0.121X_3 + 0.05X_4$$

The regression equation above has established that taking all factors into account (policy framework, feasibility studies, value for money and risk mitigation) constant at zero, performance of projects among state corporations will be an index of 1.967. The study found that a unit increase in feasibility studies will lead to a 0.358 increase in the performance of PPP projects among state corporations. The P-value was 0.000 and hence the relationship was significant since the p-value was lower than 0.05.

The findings presented also shows that taking all other independent variables at zero, a unit increase in policy framework will lead to a 0.132 increase in the performance of PPP projects among state corporations. The P-value was 0.02 which is less 0.05 and thus the relationship was significant.

In addition, the study found that a unit increase in value for money will lead to a 0.121 increase in the performance of PPP projects among state corporations. The P-value was 0.000 and thus the relationship was significant because the p-value was less than 0.05. The study also found that a unit increase in risk mitigation will lead to a 0.05 increase in performance of PPP projects among state corporations. The P-value was 0.03, which is less than 0.05 and thus the relationship was significant.

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the Findings

The study endeared to determine influence of public private partnerships on performance of projects among state corporations in Kenya. The regression results revealed that public private partnerships drivers identified in the study, that is, policy framework, feasibility studies, value for money and risk mitigation combined could explain approximately 63.4% of the variations in the performance of projects among state corporations. The other 36.6% may be attributed to other strategies not explained by the model or the variables.

5.2 Conclusion

Based on the study findings, the study concludes that performance of projects among state corporations can be improved by policy framework, feasibility studies, value for money and risk mitigation

5.2 Recommendations

The study recommended that public institutions should embrace public private partnerships so as to improve performance of projects among state corporations and further researches should to be carried out in other public institutions to find out if the same results can be obtained.

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