

**MICRO AND MACRO ENVIRONMENTS AND IMPLEMENTATION OF
PUBLIC PRIVATE PARTNERSHIP INFRASTRUCTURE DEVELOPMENT
IN KENYA**

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DECLARATION

This project is my original work and has not been presented for a degree in any other University.

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DEDICATION

In loving memory of my dad Jarvis Baithili Ncheene for unwavering believe in me in those tentative years and in appreciation of my mother Sabina Nkatha Baithili for prayers and discipline you instilled in me. To my wife Purity Kananu, Daughters Claudia Mwendu and Clara Mukami this work is dedicated to you for you have been an inspiration to me.

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ABBREVIATION AND ACRONYMS

ADB	Asian Development Bank
BBO	Buy-Build-Operate
BLOT	Build -Lease-Operate-Transfer
BOO	Build-Own-Operate
BOOT	Build-Own-Operate-Transfer
BOT	Build-Operate-Transfer
DB	Design-Build
DBFO	Design-Build-Finance-Operate
ECEC	Early Childhood Education and Care
ICT	Information Communication & Technology
GoK	Government of Kenya
KANU	Kenya African National Union
LED	Local Economic Development
MoUs	Memorandum of Understanding
O & MC	Operation & Maintenance Contract
PDSM	Participatory Development Systems Model
PPDA	Public Procurement and Disposal Act
PPOA	Public Procurement Oversight Authority
PPPs	Public-Private Partnerships
RFP	Request for Proposal
RFQ	Request for Qualification
SA	South Africa
TCE	Tangible Common Equity
TBOT	Transfer-Build-Operate-Transfer
USA	United State of America

ABSTRACT

Public Private Partnership (PPP) is a long term agreement between public and private sector where risks and rewards are shared in developing a public facility. Private sector play a monumental role in bridging public finance deficit on capital projects. In Kenya, the government has created necessary environment for private sector participation in the country's infrastructure development to spur economic growth. Despite the enactment of requisite laws and political support of PPPs, the number of PPPs projects initiated remain relatively low. Therefore, the study sought to establish the effect of micro and macro environment on implementation of Public Private Partnership infrastructure developments in Kenya. The study focused on the effect of Legal Framework, Political Environment and Staff Capacity on implementation of Public Private Partnership on infrastructure developments in Kenya. The study employed cross-sectional descriptive survey research design. The population of the study involved the sixty-three PPP projects being implemented in Kenya across different sectors. One project was used in pretesting of research instruments, therefore, sixty-two projects was actual population used in the study. The study adopted systematic sampling technique where the first n^{th} element was randomly selected. A sample size of 31 projects was selected from the sampling frame using sampling fraction. The questionnaire was administered to procurement officers charged with implementation of PPPs in the sampled organizations. To ensure validity of the data, research questionnaire was verified by experts made up of the research supervisors. The research instruments were pretested during pilot study. Qualitative data was analyzed through content analysis while the quantitative data was analyzed using descriptive statistics, measures of central tendency, measures of dispersion and inferential statistics. Multiple regression analysis was used to determine the relationship between dependent and independent variables. The study found that most of organizations were in the initial stages of implementation of PPPs. The study also found political environment and staff capacity had significant influence on implementation of PPPs in Kenya at 0.027 and 0.010 p-values respectively. The results of the study will inform policy makers to put in place necessary structures to spur uptake of Public Private Partnership in infrastructure development in Kenya.

CHAPTER ONE

INTRODUCTION

1.0. Background of the Study

The operation of an organization is usually influenced by both internal and external environments. The internal environment is commonly referred to as micro environment and concern factors that are within organization's control. On the other hand, external environment is referred to as macro environment and comprises factors that are out of organization's control (Kampanje, 2014). In this study, micro environment focused on staff capacity to negotiate favorably with investors in procurement process while macro environment was interested on the effect of legal framework and political environment on implementation of PPPs in Kenya. This is because PPP arrangement involve entities that often have antagonistic interests where the private sector is driven by need for profit while the public entity is concerned with the service delivery to the public hence the need for clear framework on implementation of PPPs. In addition, availability of robust legal framework, favourable political environment and staff capacity are important ingredients for successful implementation of PPPs.

Private-Public Partnerships (PPP) is defined as a long term agreement between the public and the private sectors where resources are shared for the purpose of developing a public facility (Mouraviev & Kakabadse, 2016). Risks and rewards are shared by the two entities where they are clearly spelt out in a contract. Bhasin and Sadhu, (2010) observes that PPP is an institutionalized relationship where public and private entity engage each other for the purpose of making profit and contribute to social responsibility. They jointly participate in defining objectives, methods and framework of collaboration in implementation of the proposed development project.

The idea behind PPPs is to enable private sector invest in public sector to bring on board new sources of financing to fund major capital intensive public infrastructure development that enhance service delivery to the public by bridging financing gap that exist in public purse (Rangi, 2013). Mzikayise (2009) argues that through PPPs, governments are able provide services to citizens. This idea is further supported by

Khaled, Nor'Aini, and Ernawati (2015) when he says PPPs are successful means of providing public utilities because each entity involved has a comparative advantage in performance of specific duties.

The world governments and government agencies are increasingly adopting Public Private Partnerships as a means providing services to its citizens. Emilija (2013) conducted a study in Serbia on the cooperation between University of Belgrade and Coca-Cola Company. He observed that through PPPs, corporates can contribute to community development through cooperation to improve access to education. For accelerated development in society, governments can encourage private sector to participate in PPPs through provision of subsidies (Kaur, 2012).

In Africa, PPPs has been adopted by South Africa's Gauteng provincial government to build Gautrain Rapid Rail Link. A study carried out by Fombad (2015) on the project reveals that the success of the PPP projects hinges on the effectiveness of governance structures put together by the collaborating organizations. He further says that Gautrain Rapid Rail Link project was instrumental in providing efficient transport system in Gauteng province. The increasing population and scarcity of resources has been the main contributors to deterioration in service delivery by the local governments in East Africa because of lack of infrastructure (Ngowi, 2011). This strain on the available infrastructure call for collaboration of public and private sector. For instance, Tanzania and Uganda has successfully negotiated with private partners on development of pipeline to transport crude oil. Gor and Gitau, (2010) says that the idea of PPPs is the only sustainable model of financing available for such capital intensive infrastructure in developing countries in East Africa.

The studies carried in Kenya reveal that PPPs are important ingredients for developmental projects because of the scarcity of resources at the public coffers. For example, Kimani, Waweru and Omondi (2015) observed that public universities in Kenya should adopt PPPs to improve students' accommodation in Universities which will diminish Universities' dependence on government allocation. They recommend that further research should be carried out to determine if PPPs model of financing can be extended to cover other areas of development in universities other than accommodation

only. Bakibinga, Ettarh, Ziraba, Kyobutungi, Kamande, Ngomi and Osindo (2014) notes PPPs should not be limited to certain sectors but should also include health sector especially in low income areas where health care is beyond reach for the majority of the population in such informal settlement in Kenya.

As a result, the Government of Kenya (GoK) has prioritized PPPs on infrastructure development as a focus area to achieve vision 2030. This is because the Constitution of Kenya 2010 created more demand for resources to fund Counties and specifically development projects creating a bigger financing gap hence the need for PPPs. The implementation of PPPs requires a robust legal framework that provide sufficient clarity, continuity and security to safeguard the interests of all parties involved (Muhu, 2012). The need for increased resource expenditure in infrastructural development, increasing population and its ability to stimulate economic growth adoption of PPPs financing is inevitable for Governments (Straub, 2008; Rania, 2008). The Government Policy (2011) on PPPs lay emphasis on infrastructure developments only. However, the public private partnership Act 2013 provide an avenue for other government development projects as well as service provision where government can partner with private sector under PPP arrangement.

In Kenya, PPPs started with the enactment of Public Procurement and Disposal Act of 2005 and sessional paper No.2 of 2005 on privatization of State Corporations and Investments. The gains made were further enhanced with the enactment of Public Private Partnership Act of 2013. The Act allow the participation of the private sector in the financing, construction, development, operation or maintenance of infrastructure through concession or other contractual arrangements. The Act provide for various types of PPPs which include; Buy-Build-Operate (BBO), Build-Lease-Operate-Transfer (BLOT), Build-Own-Operate (BOO), Transfer-Build-Operate-Transfer (TBOT), Design-Build (DB), Design-Build-Finance-Operate (DBFO) and Operation & Maintenance Contract (O&MC). In addition, it allows for the establishment of institutions to regulate, monitor and supervise the implementation of project agreements on infrastructure, development projects and connected purposes. Therefore, this study

sought to establish the effect of legal framework on the implementation of PPPs in Kenya.

Politics play a role in PPPs, therefore, the need to manage politics is important in building consensus through public education, consultative engagement and ensuring transparency and oversight of PPP projects. For example, Mzikayise (2009) developed Participatory Development Systems Model (PDSM) that emphasize on involvement of local communities in PPP projects as a means of effective governance. The multiplicity of interests involved in PPPs it is difficult to divorce politics in PPPs, hence the need to for constant consultation with stakeholders. Therefore, this study sought to establish the role of political environment on implementation of PPPs in Kenya.

The United Nations Economic Commission for Europe (2008) study showed there are a number of skills that must be developed for PPPs to be successful. These include negotiation, procurement, legal and financial skills. Given the risks involved and need for the private partner to make profit, PPPs require individuals with skills that can identify the outputs of the project with clarity and precision. Also, staff capacity from the public partner should have strong skills in project monitoring because it involves fixing specifications and targets that the private partner has to attain in order for payments to be made and to monitor the performance of the partner and foresee any risks that threaten the delivery of the project. In addition, civil servants need to understand the industry from which the government will seek partners as it will increase acceptance and willingness to embrace the partnership because some staff may perceive it as a threat to their job security.

Upon completion of the project, management capacity of the staff involved is important factor to consider from the beginning. This is because they determine the quality of service offered. Therefore, the government should clearly identify the quality of services it wants to provide and it is anchored in the contract of engagement with measurable output indicated. In essence, the staff especially those of the contracting institutions must have skills in finance matters, technical capacity, procurement and legal issues. The study sought to establish the effect of staff capacity towards implementation of Public Private Partnership in Kenya.

1.1. Statement of the Problem

The promulgation of The Constitution 2010 brought about County Governments, this and the need to repair, maintain and develop new infrastructure added strain to the government's available resources to support developments as envisioned in the vision 2030 blue print. In view of capital projects financing challenges, the government continue to encourage partnership between the public and private sector and other stakeholders like donor community ((Suchman, Hart & Montagu, 2018). This is demonstrated by the Government's commitment on legal reforms with enactment of Public Private Partnership Act of 2013 which is meant to encourage uptake of PPP projects.

The World Bank (2018) in its annual report notes that only 26 projects have been completed under PPPs since 1990 - 2016 in Kenya. Of the 26 projects, 18 are in energy sector, 4 in transport sector, 3 in ICT and 1 in water and sanitation. The report further indicates that two major projects that accounted for 75% of the total investments under PPP in Kenya during the period were cancelled due to political interference. In addition, the data from the National Treasury indicates there are 63 projects in Kenya that are currently under PPP programme. These projects are in different stages of implementation, however, many projects remain in the early levels of implementation even in instances where such projects have taken long since they were initiated.

This provides a paradox that despite of robust legal reforms, political support, diverse skills of the Kenyan population, improved political environment and greater involvement of people in decision making. The uptake, implementation and investments on PPPs in Kenya fall below the expectations. Therefore, the study sought to establish the effects of legal framework, political environment and staff capacity of the contracting agency in implementation of PPP infrastructure development in Kenya.

1.2. General Objective

To determine the effect of micro and macro environment on implementation of public private partnership infrastructure Development in Kenya.

1.3. Specific Objectives

The objectives of the research were;

1. To establish the effects of legal framework on implementation of Public Private Partnership infrastructure development in Kenya.
2. To determine the effects of political environment on implementation of Public Private Partnership infrastructure development in Kenya.
3. To determine the effects of staff capacity on implementation of Public Private Partnership infrastructure development in Kenya

1.4. Research Questions

The study sought to answer the following questions;

1. How does legal framework affect implementation of Public Private Partnership infrastructure development in Kenya?
2. How does political environment affect implementation of Public Private Partnership infrastructure development in Kenya?
3. What is the effect of staff capacity on implementation of Public Private Partnership infrastructure development in Kenya?

1.5. Scope of the Study

This study was conducted in Kenya. It covered all organizations where PPP projects has been initiated. The study was confined to the following variables; effect of legal framework, political and staff capacity on implementation of Public Private Partnerships in infrastructure development in Kenya.

1.6. Significance of the Study

The findings of the study are important to the National Government and County Governments in Kenya because they would help identify legal, political and staff capacity factors that affect implementation of PPP projects. This will help policy makers in public sector to put in place mechanisms necessary for successful implementation of PPP projects in their jurisdiction. The implementation of various development projects under PPP arrangement will enhance service delivery to the satisfaction of residents. In addition, the findings will inform civil society, local communities and sector working groups of their contribution in creating an enabling environment that can attract private investments for capital development projects that consequently lead to job creation.

1.7. Limitation of the Study

The purpose of the study was to determine the effects of macro and micro environment on the implementation of PPPs in Kenya. The specific variables were legal framework, political environment and staff capacity. The main limitation faced during collection of data was fear of victimization of the respondents for providing important information concerning implementation of PPPs in Kenya. To minimize the impact of this limitation, respondents were assured that the information provided would be used for academic purposes and the data collected would be confidential.. In addition, the respondents were not required indicate their name on the questionnaire, hence, the information provided would not be traceable to any particular person.

1.8. Definitions of Terms

Macro Environment: The macro environment in this study meant political environment and legal framework which are external factors that affect an organization.

Micro Environment: Micro environment in this study meant staff capacity which is an internal factor that affect an organization.

Public Private Partnership: It refers to a situation where a private and public entity come together with a purpose of providing finances to develop a public utility or a service.

Court Cases: In this study, court case refer to litigation incidences faced in the process of implementing a PPP project.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature related to the effect of legal framework, political environment and staff capacity on implementation of Public Private Partnership infrastructure development in Kenya. The chapter also present theoretical and conceptual framework guiding the study

2.2.Theoretical Framework

This study was guided by the following two theories. These theories are linked to the variables identified of this study.

2.2.1 Agency Theory

Agency theory was first advanced by Stephen Ross and Barry Mitnick and later enhanced by Michael Jensen and William Meckling. It explains principal-agent relationship and states that divergence always exist in principal-agent relationship because of conflicts interests. The theory applies to circumstances in which one actor who is the principal delegate duties and responsibilities to another who is referred to as an agent. The principal ought to make sure that duties are undertaken the way he wants them (Jensen & Meckling, 1976). This principal-agent relationship is also observed when the buyer (regarded as principal) engages a supplier (regarded as an agent) to deliver goods or services on his/her behalf. The theory acknowledges agency problem that occurs when cooperating parties have divergent objectives of the buyer and supplier (Walaa, 2018).

In Public Private Partnership, the public entity provides the private entity with the best enabling environment to conduct its business to make profit. In so doing, the private entity is obliged to support the public entity advance its social agenda of infrastructure development. Given the private partner is in business, the public entity enters into agreement with the private entity on the mechanism to operate the infrastructure so as to recoup the investment plus the profit accrued thereon. During the implementation of the project the public entity is bound to monitor the progress of the project either by itself or

through an external body to ensure compliance with established legal framework and agreement signed between the public and private entity in terms of quality of services delivery, project timelines, and contract specifications among others (Parker, Dressel, Chevers & Zeppetella, 2018). PPP is meant to advance principal-agent relationship in which one party (The Principal-Public) delegates its responsibility to another (The Agent-Private) who performs the work on behalf of the Principal.

2.2.2. Public Choice Theory

This theory was first advanced by Buchanan and Tullock (1962). It argues that government consists of individuals hence no government that thinks or acts without individuals. The government actions are due to individuals who make decisions in their roles as officials who are elected, appointed or bureaucrats. Understanding how the government has worked from the past we ought to analyze how individuals choose and economize. This school of thought is further reinforced by Dourado and Tabarrok (2015) who postulate that government investments is incentive driven by those that control power. This means that allocation of government development projects is purely driven by self-interests of individuals who hold public positions.

This theory attempts to provide ways through which conflicting objectives of private and public can be reconciled in order to improve sustainable livelihoods of local citizens via economic development and quality public service provision (Iovițu & Bran, 2015). In addition, it provides a hint through which policy makers are expected to act in public interest when developing policies and deciding public expenditure by ensuring involvement of various interests groups in society to increase project ownership by stakeholders and also encourage citizens to be self-motivated in monitoring of public projects (Lemieux, 2015). Public participation as a governance issue involve management of politics because of competing interests against limited resources that most often influence government decisions. Therefore, public choice theory is relevant in the study of Public Private Partnership because it provides an avenue for enhanced governance in the management of projects because of its emphasis on public participation. In addition, the theory provides encourages citizens to be vigilant of public

officials who if unchecked can abuse their positions in the award of PPP projects in the country.

2.3. Empirical Review of Related Literature

This section review work done by other contributors in the field of Public Private Partnerships focusing on the influence of Legal Framework, Political Environment and Staff Capacity in the implementation of PPP projects.

2.3.1 Implementation of Public Private Partnership

A PPP is a contractual arrangement between a public entity and a private sector party with clear agreement of shared objectives for the provision of public infrastructure and services traditionally provided by the public sector. In return, the private sector party receive a benefit/(s), in most cases a financial reward according to a predetermined criteria. The private sector reward can be derived from service tariff, government budgets in terms of annuities or a combination of the two. Moreover, success of a PPP project is determined by adherence of each party to the terms of agreement committed in the contract (Mouraviev & Kakabadse, 2016). Many countries all over the world encounter various challenges in implementing PPP projects. These challenges range from political interference, high cost of tendering, complex legal and negotiations process, cost constraints on innovation and conflicting objectives among project stakeholders.

2.3.2 Legal Framework

The implementation of PPPs has a complex and high cost tendering process embed in a bureaucratic legal framework. Therefore, it is important that countries adopt progressive legal system that encourage transparency and public participation that is cost effective and clear. However, PPPs are not avenues for quick financing but also have their inherent strengths and weaknesses that must be integrated in the project arrangement through existing legal avenues in the particular location the project is being implemented. Muhu (2012) noted the success of PPPs is largely determined by existence of strong legal and regulatory frameworks that clarify the legal authority to grant

concessions, the procurement process and the contribution of the public entity to make the project viable.

Rapajic, Puric and Puric (2013) conducted a study in Serbia on the adoption of PPPs. The study found that many private investors were unwilling to invest in rural areas and especially those projects that focused on agricultural sector. The findings revealed that investments in such areas had low returns which made them unattractive. The authors recommended that the government of Serbia should reform its legal framework to increase incentives for areas that are considered unattractive to private investors. The same trend is reflected in Kenya because according to The World Bank (2018) the bulk of projects completed under PPP arrangement were in electricity and ICT infrastructure.

Nwangwu (2012) carried out a research on PPPs in Nigeria. The study found that the slow adoption of PPPs in development of public infrastructure was attributed to existence of a complex, bureaucratic and often overlapping legal systems. This resulted in a confusion that often was the source of conflicts among agencies charged with the responsibility of implementing PPPs. Therefore, harmonization of legal system especially in cases where there was existence of more than one tier of governance structure. The study focused on the legal system governing PPPs and sought to establish harmony of legal framework governing PPPs at the National level and the County level.

2.3.3 Political Environment

The Government and the Private Sector often underestimate the extent and effect of politics on the implementation of the PPP projects. For example, political opposition is greatly reduced when authorities engage public discussion and allow debate around the issue of PPPs. This happen because different groups have interests and opinions hence the need to accommodate their divergent opinions. In order for governments to succeed, there is need to manage politics by 'building consensus through public education and consultative mechanisms and by ensuring transparency in award and oversight of PPPs ((Twitchen & Adams, 2012). This view was further advanced by Mzikayise (2009) in Participatory Development Systems Model (PDSM) that postulates participation of local communities provide an opportunity for effective governance of PPP projects. The study

focused on eight South African municipalities and how PPPs contributed to the development of local economy.

Sachs, Tiong and Wang (2007) observed that PPPs usually involve huge investments that make them attractive to political interests. As such, PPPs projects are often politicized both at the international, national or regional level because of the huge investments. This argument was supported by Opara, *et al* (2017) who suggested that political leadership was an important element in the implementation of PPPs. The study was conducted in Canada, therefore, the context of political environment could be different with the Kenyan situation. The researchers observed that Alberta for a long time had one-party government that ensured political stability unlike in Kenyan situation that is characterized by pluralistic politics. The study found out that political leaders who supported PPPs in Alberta were more popular among electorate and generally stood higher chances of being elected. The study adopted longitudinal case study unlike the current study that adopted cross-sectional survey methodology.

In Kenya, Musyoka (2012) conducted a study on factors influencing performance of PPPs in housing sector. The study did not focus on the influence of the wider political environment but limited itself on political violence. In addition, it focused on a narrow sector of housing without looking at the other developments where the public can partner with the private sector. The current study focused on political environment in a broader sense beyond political violence and support of political leadership that implemented PPP projects. In addition, the study did not focus on a specific sector but on general PPP development projects implemented through PPPs in Kenya.

Jacobson and Choi (2008) conducted a study that found political support was important for successful implementation of PPP because private sector is mainly motivated by profits. Therefore, the potential to compromise on quality hence the need for vigilant monitoring by both project beneficiaries and political leadership. The study also emphasized on open communication and trust, that can only be achieved through frank and sincere engagement of public. The current study focused stakeholders' engagement as the central point through which target beneficiaries of PPP projects get involved in the implementation of such projects. In analyzing the political environment variable, the

study focused on the following indicators; stakeholders' involvement, court cases on PPP projects, political support and the popularity of the leaders implementing PPP projects.

2.3.4 Staff Capacity

Due to the multiplicity of risks involved in PPPs the ability to foresee risks involved in PPP transactions and the ability to negotiate effectively for a contract is a critical requirement for successful implementation of PPPs. During negotiations for PPPs certain qualities of a negotiators and an implementers are vital for successful negotiation and execution of a PPP development project. The project players are expected to have negotiation, legal, financial, procurement, management and monitoring skills. Jacobson and Choi (2008) identified commitment, open communication among partners involved, willingness to compromise and respect as the main ingredients for successful PPPs. The study failed to focus on technical abilities of the people involved as a prerequisite for successful implementation of PPP projects. This is because technical capabilities of staff define the institutional capacities for the partners to fulfil their responsibility as per the defined contract.

Mburugu, Mulwa and Kyalo (2015) study on the influence of staff capacity on implementation of e-promis in public tertiary institutions found significant relationship between skills acquired, training and implementation of e-promis in public tertiary institutions. This study affirmed the importance of training and skills acquired in implementation of e-promis which is technological. The current study sought to establish whether skills are necessary in non-technological situation. Upon completion of the project, management capacity of the staff involved is an important factor worth consideration. This is because such skills determine the quality of service offered. Therefore, the government should clearly identify the quality of services needed, where they are anchored in the contract of engagement with the private sector stating clearly measurable output indicators.

Secondly, the ability of the staff to monitor the output is critical factor in the success of implementation of public private partnership projects. This was emphasized by United Nations Economic Commission for Europe (2008) report that noted there are a number

of skills that should be developed when implementing PPPs. They include negotiation, legal, financial, procurement, management and monitoring skills. Given the risks involved and need for the private partner to make profit, PPPs require skills that can identify the outputs of the project with clarity and precision. In addition, staff capacity on project monitoring by the public entity because it requires fixing specifications and targets that the private partner has to attain in order for payment to be made, monitor performance of the partner and foresee any risks that has the potential to threaten the delivery of the project. The indicators under staff capacity variable were negotiation, legal, financial, procurement, management and monitoring skills.

2.3.5 Relationship between Independent and Dependent Variables

The ability of PPP to thrive in a given location must be founded on a sound legal framework that guide the process. The adopted laws should be convenient and aid tendering process which is a component in PPPs. Therefore, countries should adopt progressive legal systems that are clear, least costly, less bureaucratic and that reduce emergent conflicts that arise during contracting period. Political environment can be managed by building consensus through public education and consultative mechanisms like holding stakeholders' meetings and by ensuring transparency in awards and the oversight of PPPs (Twitchen & Adams, 2012). Jacobson and Choi (2008) study found political support was important for successful implementation of PPP. The study further emphasized on open communication and trust, through frank and sincere engagement of the public as a prerequisite for a conducive political environment. In addition, staff capacity is an important ingredient given the risks involved and need for the private partner to make profit. Therefore, PPPs require individuals with skills that can identify the outputs of the project with clarity and precision against risks involved. These skills that are required are negotiation, legal, financial, procurement, management and monitoring. They are critical in management of risks and interests of parties that enter into a PPP arrangement.

2.4 Conceptual Framework

The objective of the study was to examine the relationship that exist between legal framework, political environment and staff capacity as independent variables on the

implementation of PPPs as an independent variable. The relationship between independent and dependent variables was mediated by the economic performance because it determined willingness of private sector to invest in public projects.

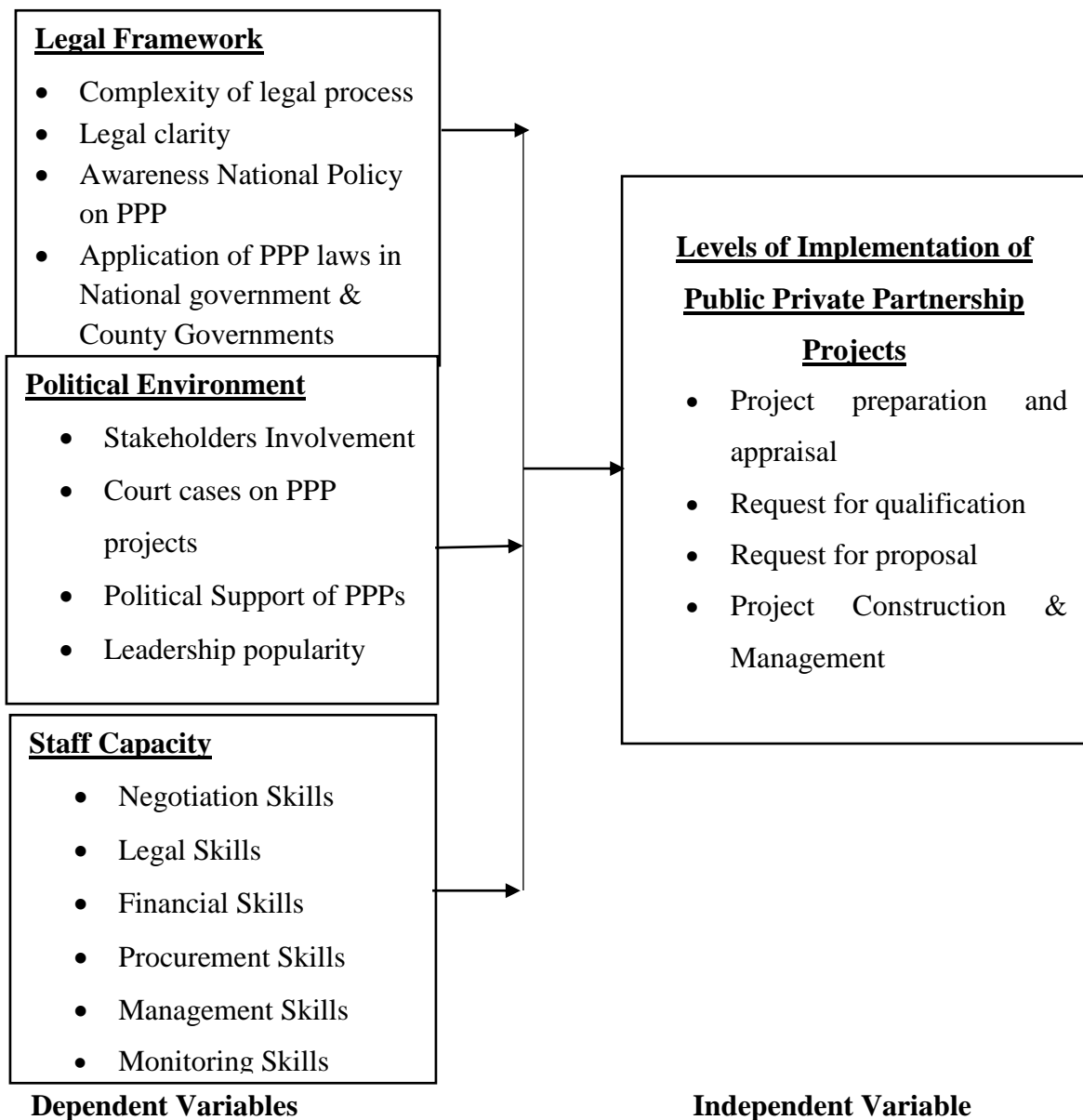


Figure 1: Conceptual Framework

2.5 Summary of the Research Gaps

A study conducted in Kenya by Musyoka (2012) on factors influencing performance of PPPs in housing sector revealed that political stability and economic conditions had positive correlation on implementation of PPPs in Kenya. The researcher used descriptive survey in the study. According to the study, political stability meant absence of violence. It also focused on a narrow sector of housing as representative of the whole economy. The current study differs with the previous study because it focused on broader political environment across all sectors of the economy. The study conducted by Opara, Elloumi, Okafar and Warsame (2017) show political leaders who support PPP projects are popular among electorates. The study also show that PPP projects have an impact on the economic development of an areas which resonates well with electorates. This explains the reason why PPP projects are popular among politicians. The study deviates from the current study in terms of context and methodology adopted by the researcher.

The study on legal framework for PPPs in Nigeria reveal that laws on PPPs between National Government and lower Governments tended to overlap. This lack of clarity often led to conflicts between the National Government and Regional Governments. The researcher adopted cross-sectional survey. The current study goes further to focus not only on legal clarity but also on complexity of the legal process and availability of PPP policy that guides institutions implementing PPPs. In South Africa Mzikayise (2009) observes PPPs immensely contributed to economic development in South Africa. He found that community involvement was central for the success of PPPs. The current study agreed with study on the importance of community involvement but differ in terms of context and methodology of the study. In addition, the current study also addresses the aspect of staff capacity as a prerequisite for the success of PPPs.

Finally, the study carried out in Kenya on PPPs showed that lengthy legal process and rigid public procurement procedures tend to delay completion of projects. However, the study differs significantly with the current research in terms of methodology and the fact the previous study focused only on one sector.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology that was adopted in conducting this study. It describes the research design, target population, strategies and procedures adopted in data collection, research instruments, population dimensions, specific sample designs and data analysis methods.

3.2 Research Design

The study adopted cross-sectional survey research design. This is because cross-sectional survey enables one to establish relationships between variables. The descriptive surveys seek to collect information from the respondents in relation to the subject of study. They are used to describe a phenomenon of a given subject (Ibrahim *et al*, 2014). Alderman and Salem, (2010) noted that surveys offer a researcher an opportunity to evaluate individual's perspective and experience concerning a certain phenomenon. Survey instruments are used to collect information from a predetermined population (Fraenkel and Wallen, 2008). This design was the most appropriate for the study because the population of study was predetermined and sought to evaluate project managers perspective and experience on implementation of PPPs.

3.3 Target Population

The projects being implemented under PPP financing arrangement in Kenya formed target population of the study. The selected projects were from across all sectors and organizations as captured in the PPP project list by the National Treasury as at 28th

June, 2018. The information was collected from officers charged with implementation of sampled PPP projects. This was because they were an integral part in the PPP process of engaging potential private investors. In addition, they were fully engaged in drawing up contracts that defined rules of engagement. According to the list of PPP projects, there are 63 PPP projects available in Kenya. Therefore, a population of sixty three PPP projects was targeted in the study where one project was selected in a pilot study.

3.4 Sampling Frame, Sampling Technique & Sample size

The section describes the sampling frame, sampling technique and sample size used in the study.

3.4.1 Sampling frame

Sampling frame is defined by Nachmias and Nachmia (2008) as a list of all items where a representative sample is drawn for the purpose of the study. The sampling frame in this study was the list of sixty three PPP projects in Kenya. However, one project was selected during pretesting. Therefore, it was not included in the actual study. A total of sixty two projects were used. The sampling is done in a way that the sample was representative of the population from which it was drawn.

Table 3. 1: Sampling fraction

	1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20	21
22	23	24	25	26	27	28	29	30	31	32
33	34	35	36	37	38	39	40	41	42	43
44	45	46	47	48	49	50	51	52	53	54
55	56	57	58	59	60	61	62			

The sampling fraction was:

Sampling fraction = $n/N = 31/62 = 0.5$ which is approximately $\frac{1}{2}$ of the population

3.4.2 Sampling Technique

Given that the unit of analysis was PPP projects, the study adopted systematic sampling of sixty two projects under PPPs financing model in Kenya. According to Saunders,

Lewis and Thornhill (2009) systematic sampling is appropriate for collecting data in both large and small cases where there is time and financial constraints. The projects were systematically arranged from where the sample size was determined using sampling fraction.

3.4.3 Sample Size

The sample size was determined using a sampling fraction. The first project was randomly selected to ensure projects are not selected in predetermined intervals.

Therefore in every 2nd element one project was selected.

Based on the above projects the sample size of the study was 31. The sample was considered appropriate because according to Blumberg, Cooper and Schindler, (2014) any sample above 10% of the population is considered reliable.

3.5 Data Collection Instruments

During the study, research questionnaires were used as research instruments. This is because questionnaires are used to collect bulk of information from respondents in the shortest time. In addition, administration of questionnaires in research minimizes the level of bias in the study (Cooper & Schindler, 2014) which made questionnaire most desirable for the study. The questionnaires are the most preferred instruments of data collection because they can be interpreted the same way by majority of the respondents to enhance consistency (Cappa, Petrowski & Njelesani, 2015) and also data collected through use of questionnaires is easy to analyze (Cooper & Schindler, 2014). The questionnaire used both closed and open ended questions. This was meant to enhance accuracy of the instruments as well as allowing the respondents to give their opinions to enrich information available (Sedgwick, 2011). The questionnaire began with the introduction of the study. Other parts of the questionnaire were arranged according to sections where section A was demographic information, Section B implementation of PPP projects, Section C legal framework, Section D political environment and Section E staff capacity.

3.6 Data Collection Procedures

The respondents were approached through the heads of identified organizations to enhance response rate from the respondents. Research questionnaires were dropped to the respondent and picked at agreed dates.

3.7 Pretesting of Research Instruments

In conducting this study, pretesting of research instruments was done to ensure consistency and validity of the research instruments used. The pretesting was important in the study to address any gaps in the research instruments used in the study.

3.7.1 Reliability

The study employed Cronbach's alpha coefficient to test internal consistency reliability because it has been employed by many researchers in social sciences and found to be reliable (Kilic,2016). According to the rule of the thumb coefficients greater than 0.7 are acceptable while coefficients of 0.8 indicate good reliability (Poulin, 2015). The results of Cronbach's alpha coefficient showed coefficients of between 0.885 and 0.84. This imply that the instruments used in the study were reliable

3.7.2 Validity

To address validity in the study, questionnaire was verified by experts made up of the research supervisors. Also pretesting of research instruments was conducted at University of Embu where two respondents from Procurement Department were picked. The findings of the pilot study showed there were no reviews, amendment or additions needed in the research instruments. The University was not included in the final study.

3.8 Data Analysis

Data analysis is important in research because it gives meaning to the raw data collected by the researcher in the field. The qualitative data in this study was analyzed and presented through descriptions while the quantitative data was analyzed using descriptive statistics, measures of central tendency and measures of dispersion. In addition, the study used inferential statistics. Multiple regression analysis was used to determine the relationship between dependent and independent variables. This is because multiple regression is used to determine if the relationship between variables.

The data was presented using frequencies distribution, percentages, charts, tables and measures of central tendency.

Multiple regression formular: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$, Where; Y= Level of implementation of PPP projects, a= Constant (intercept), X_1 = Legal Framework X_2 =Political Environment, X_3 =Staff Capacity and b= Slope (Gradient)

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter focuses on the analysis of data, presentation and interpretation. The chapter covers demographic distribution of respondents, the influence of legal framework, political environment and staff capacity on implementation of PPPs in Kenya.

4.2 Response Rate

The study involved administration of questionnaires to the individuals in-charge of PPP projects in the selected organizations. A total of 31 questionnaires were administered as per the number of projects selected. The questionnaires were filled and returned where the response rate was 100% of the total questionnaires administered. According to Mugenda and Mugenda (2003) any response rate that ranges above 70% is considered excellent. Therefore, the response rate in this study is considered excellent and reliable. The high response rate can be attributed to the collection procedure adopted where the researcher personally administered questionnaires and assured respondents of the confidentiality of the information given.

4.3 Demographic Characteristics

The demographic characteristics of respondents was investigated as presented in the first part of the questionnaire. The specific characteristics that were of interest in the study were gender, age, work experience and educational level of the respondents.

4.3.1 Distribution of the Respondents by gender.

The study sought to establish the gender distribution of the respondents. The results are presented in Table 4.1.

Table 4.1: Gender

Gender	Frequency (F)	Percent (%)
Male	18	58.1
Women	13	41.9
Total	31	100.0

According to the data presented in Table 4.1 reveal that 58.1% of the respondents were men and 41.9% were women. This imply that most of the organizations implementing PPP projects have complied with a third rule requirement on employment. The Kenyan society is patriarchal in nature. This could explain the reason why percentage of men is higher compared to women in PPP projects. This scenario is captured by Onsongo, (2009) who argue that in Kenya men have more opportunities to access higher education than women because of the patriarchal nature of the society.

4.3.2 Distribution of the Respondents by Age.

The study sought to establish the distribution of respondents by age brackets. The results are presented in Table 4.2.

Table 4.2: Age

Age	Frequency (F)	Percentage (%)
18-27 yrs.	6	19.4
28-37 yrs.	11	35.5
38-47 yrs.	8	25.8
48- 57 yrs.	5	16.1
Above 58 yrs.	1	3.2
Total	31	100.0

The findings presented on Table 4.2 show information on the distribution of respondents by age. The analysis show (35.5%) of the people heading PPP projects are of age between 28-35 years. 25.8% between 38-47 years, 19.4% between 18-27 years, 16.1% are between 48-57% and above 58 years accounted for 3.2%. This shows the majority of the respondents fall between 18-37 years who can be categorized as young people. This presents an opportunity for the organizations because of the energetic workforce that can positively impact on the organization’s operations.

4.3.3 Distribution of the Respondents by Working Experience.

The study sought to establish the distribution of respondents by work experience. The results are presented in Table 4.3

Table 4.3: Working experience on PPP projects

Years of Experience	Frequency (F)	Percentage (%)
0-2 yrs.	10	32.3
3-4 yrs.	10	32.3
5-6 yrs.	8	25.8
Above 7 yrs.	3	9.7
Total	31	100.0

The data presented in table 4.3 show respondent’s work experience on PPP projects. It reveals 32.3% of the respondents had experience of 0-2 years, 32.3% had experience of 3-4 years, 25.8% had experience of 5-6 years while 9.7% had experience of above years. This show majority of the people working on PPP projects have experience that range between 0-4 years. This is an indication that majority of the employees lack adequate experience on implementation of PPP projects. Therefore, there is need for continuous training of employees implementing PPP projects to build their capacities in Kenya.

4.3.4 Distribution of the Respondents by educational level.

The study sought to establish the distribution of respondents by educational level. The results are presented in Table 4.4

Table 4.4: Educational level

Educational Level	Frequency (F)	Percentage (%)
Certificate	2	6.5
Diploma	1	3.2
Bachelor Degree	14	45.2
Master's Degree	12	38.7
PhD Degree	2	6.5
Total	31	100.0

The findings presented in Table 4.4 show educational level of the respondents. The data revealed that 45.2% of the respondents had Bachelor degree, 38.7% had Master's degree, 6.5% had PhD qualification while those who had diploma and certificate qualification were 3.2% and 6.5% respectively. The majority of the respondents had undergraduate and postgraduate qualifications. This imply that respondents are knowledgeable to discharge their roles and are capable to provide information sought by the study.

4.4 Levels of Implementation

This part comprises of the analysis of the dependent variable of the study to determine the extent of implementation of PPP projects in Kenya. The study sought to determine the extent to which respondents agreed with various statements on the extent of implementation of PPP projects according to levels of implementation. The levels of implementation were; Project preparation and appraisal, Request for qualification, Request for proposal and Project construction and management

4.4.1 Project Preparation and Appraisal

The indicators of project preparation and appraisal were; project identification, selection and prioritization, appointment of institutional node, appointment of transactional advisory and feasibility study. The results are presented in Table 4.5

Table 4.5: Project Preparation and Appraisal

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev
Project identification	52%	48%	0%	0%	0%	4.52	.508
Selection and Prioritization of project	50%	50%	0%	0%	0%	4.50	.509
Appointment of Institutional Node	45%	45%	10%	0%	0%	4.35	.661
Appointment of Transactional Advisory	45%	45%	7%	3%	0%	4.32	.748
Feasibility study conducted	43%	30%	10%	10%	7%	3.93	1.258

The result on Table 4.5 indicate that 52% (*mean=4.52, Std=0.508*) of the respondents strongly agreed that project identification had been concluded. It is also evident that 50% of the respondents strongly agreed and other 50% agreed with the statement that selection and prioritization of projects had been done in their organizations. In addition, results revealed that 45% of the respondents strongly agreed and 45% agreed the appointment of institutional node and appointment of transactional advisory had been finalized in their organization. Finally, 43% and 30% of the respondents strongly agreed and agreed respectively that feasibility study had been conducted in their organization. The results show that majority of the organizations implementing PPP projects have achieved this level of implementation. The high achievement rate is an indication of increased interest on PPP projects because of the financial constrain that often face public projects that are state funded. The state resources in most cases are constrained because of competing interests from other sectors of the economy.

4.4.2 Request for Qualification

The indicators for this variable are; preparation of RFQ documents, advertisement of RFQ and prequalification of companies. The results are presented in Table 4.6

Table 4.6: Request for Qualification

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev
Preparation of RFQ documents	26%	37%	17%	7%	13%	3.57	1.331
Advertisement of RFQ	27%	33%	20%	7%	13%	3.53	1.332
Prequalification or Shortlisting of companies	30%	30%	20%	7%	13%	3.57	1.357

According to the results presented on Table 4.6, 37% of the respondents agreed with the statement that preparation of RFQ documents had been finalized, 26% strongly agreed while 13% strongly disagreed with the statement (*mean=3.57, Std=1.331*). On advertisement of RFQ, 33% of the respondents agreed with the statement, 27% strongly agreed, 20% were neutral, 7% disagreed and 13% strongly disagreed (*Mean=3.53, Std=1.332*). On prequalification of companies, the 30% of the respondents strongly disagreed, 30% disagreed, 20% were neutral, 7% disagreed and 13% strongly disagreed (*mean=3.57, Std=1.357*). Based on the responses, majority of the respondents in the study indicated that the request for qualification level had been achieved in the sampled organizations. This imply that there is high interest for public private partnerships projects by public entities in Kenya.

4.4.3 Request for Proposal

The indicators for this variable are; invitation of prequalified bidders to submit RFP, evaluation of bids, negotiation and award and signing of contracts. The results are presented in Table 4.7

Table 4.7: Request for Proposal

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev
Invitation of Prequalified bidders to submit RFP	30%	23%	20%	7%	20%	3.37	1.497
Evaluation of bids conducted	26%	32%	16%	7%	19%	3.39	1.453

Negotiation conducted	23%	30%	20%	7%	20%	3.30	1.442
Award and signing of contract	23%	16%	13%	26%	23%	2.90	1.513

The findings on Table 4.7 indicated 30% of the respondents strongly agreed, 23% agreed and 20% disagreed with the statement that invitation of prequalified bidders to submit RFP had been concluded (*Mean=3.37, Std =1.497*). On evaluation of bids, 26% of the respondents strongly agreed, 32% agreed and 19% disagreed with the statement (*Mean=3.39, Std=1.453*). Among the respondents, 23% agreed negotiations had been conducted, 30% agreed while 20% disagreed with the statement (*Mean=3.30, Std=1.442*). On the award and signing of the contract, 23% of the respondents agreed with the statement, 16% agreed while 26% disagreed and 23% strongly disagreed with the statement. The results show steady decline in the number of contracts that have been signed and awarded compared to the previous levels. The respondents attributed the decline to the political interests that PPP projects tend generate because of the intensive capital involved. The political interference is most often the cause of the corruption cases reported in PPP projects. This observation, resonates with Carpintero and Siemiatycki (2016) argument that political interference breeds corruption in projects that are capital intensive.

4.4.3 Project Construction & Management

The indicators for this variable are; construction commencement, construction completion, operation of the project and project handing-over. The results are presented in Table 4.8.

Table 4.8: Project Construction & Management

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev
Construction Commenced	10%	13%	14%	23%	40%	2.30	1.393
Construction Completed	10%	13%	15%	26%	36%	2.36	1.355
Operation of the Project	10%	13%	16%	25%	36%	2.35	1.355

Handingover of the project completed	10%	7%	21%	23%	39%	2.26	1.316
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The findings on the table 4.8 revealed that 40% of the respondents strongly disagreed with the statement, 23% disagreed, 14% were neutral, 13% agreed and 10% strongly agreed (*Mean=2.30, Std=1.393*). On construction completion, 36% of the respondents strongly disagreed with statement. The other 26% agreed and 15% were neutral (*Mean=2.30, Std=1.393*). On operation of the project, 36% of the project strongly disagreed with the statement that the PPP project was operational. The other 25% disagreed while 16% were neutral (*mean=2.35, Std=1.355*). Finally, 39% of the respondents strongly disagreed with the statement that handing over had been conducted while 23% disagreed (*mean=2.26, Std=1.316*). The findings on this level of implementation reveal most of the PPP projects did not reach project construction and management stage. This scenario contradicts the initial interest demonstrated by organizations adopting PPP model during project preparation and appraisal stage. The success of implementation of PPP projects during the initial stages can be attributed to organization’s interest in seeking funding for projects that require high capital against limited resources available. However, the success of implementation declines as the implementation move to higher levels. The decline can be attributed to political interference, legal challenges, bureaucracy, risks, environmental changes, economics dynamics among other challenges that might not have been adequately planned during the initial stages of implementation.

4.5 Legal Framework

The study required respondents to indicate the extent to which they agreed with the statement about the influence of legal framework on implementation of PPPs in Kenya. The key indicators of the variable were; complexity of the legal process, clarity & understanding of the PPP laws, applicability of the law to both National and County Governments and awareness of the National Policy on PPPs among employees. The results are presented in Table 4.9.

Table 4.9: Legal Framework

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev
Legal processes on PPPs are complex and Bureaucratic.	55%	19%	10%	6%	10%	4.03	1.354
PPP laws are clear and easy to understand.	19%	39%	13%	19%	10%	3.39	1.283
PPP laws are applicable to both National & County Governments.	29%	26%	26%	13%	6%	3.58	1.232
Awareness of the National Policy on PPPs by employees	26%	35%	10%	22%	7%	3.52	1.288

The results presented on table 4.9 indicated that 55% of the respondents strongly agreed with the statement that legal processes are complex and bureaucratic while 19% agreed with the statement ($mean=4.03$, $Std=1.354$). On the clarity and understanding of the PPP laws, 39% of respondents agreed with the statement while 19% of the respondents strongly agreed ($mean=3.39$, $Std=1.283$). On the applicability of PPP laws at the National and County level, 29% of the respondents strong agreed with the statement while 26% agreed. However, the other 26% were neutral and 13% disagreed ($mean=3.58$, $Std=1.232$). When asked about awareness of National Policy on PPPs by employees, 26% of the respondents said they strongly agreed with the statement, 35% agreed while 22% disagreed and 7% strongly disagreed with the statement. Therefore, majority of the respondents concur that there is lack of awareness of the National Policy on PPPs among employees in organizations implementing PPPs. The complexity and bureaucratic nature of the PPP legal processes can be attributed to the need to ensure integrity in the procurement process because the projects involve capital expenditure and the high level of risks. The findings imply that the Public Private Partnership unit at the Treasury needs to carry more sensitization programs to ensure the public and organizations appreciate the policy and the concept of PPPs. This is because lack of awareness can negatively impact the implementation of PPP projects.

4.5.1 Correlation between legal framework and implementation of PPPs in Kenya.

The study conducted correlation analysis in order to ascertain the relationship and the strength of associations between legal framework and implementation of PPPs in Kenya. The findings are presented in Table 4.10.

Table 4.10. Correlation between legal framework and implementation of PPPs in Kenya

		PPP Implementation
Legal Framework	Pearson Correlation	.373*
	Sig. (2-tailed)	.028
	N	31

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

The findings in Table 4.10 show a positive moderate relationship exist between legal framework and implementation of PPP projects in Kenya ($r=0.373$, $p<0.028$). This implies that legal framework play an important role in the implementation process of PPPs in Kenya. These findings are consistent with study conducted by Mouraviev and Kakabadse (2015) who observed that overregulation, lack of clarity and government guarantee’s legal status affected implementation of PPPs in Kazakhstan. Rapajic, Puric and Puric (2013) stresses the importance of legal framework in PPPs by revealing that it secures the minimum risk in the project and protects the public and the private entity interests against violation. In a nutshell, it secures social justice of all stakeholders in the project.

4.6 Political Environment.

The study asked respondents to indicate the extent to which they agreed with the statement about the influence of political environment on implementation of PPPs in Kenya. The results are presented in Table 4.11, Table 4.12 and Table 4.13.

Table 4.11: Political Environment

	Frequency (F)	Percent (%)
Stable	13	42
Unstable	18	58

Total	31	100%
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Results presented on table 4.11 reveal that 58% of the respondents considered political environment in the country as unstable while 42% of the respondents consider it as stable. The majority said political environment was unstable, this response can be attributed to the prolonged political season in Kenya that was occasioned by cancellation of presidential elections when the data was collected.

Table 4.12: Effects of Political Environment on PPPs

	Frequency (F)	Percent (%)
Yes	22	71%
No	9	29%
Total	31	100%

Findings presented on table 4:12 reveal that 71% of the respondents said that political environment had an effect on the implementation PPP projects in Kenya. This is because stable political environment provides conducive environment for investment by the private sector.

Table 4.13: Indicators of Political Environment

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev
Stakeholders are involved to build consensus.	23%	45%	3%	10%	19%	3.42	1.455
The project has faced court cases.	36%	29%	16%	19%	0%	3.81	1.138
The project has enjoyed political support.	19%	32%	23%	16%	10%	3.35	1.252
Leaders who implemented the PPP project are popular.	19%	32%	19%	23%	7%	3.35	1.226

The findings presented on table 4.13 indicated that 23% of the respondents strongly agreed stakeholders were involved in the implementation of PPPs, 45% agreed while 19% of the respondents strongly disagreed with the statement ($mean=3.42$, $Std=1.455$). The involvement of stakeholders is critical in building consensus, promoting creativity and creating ownership of public project. This is supported by Nederhand and Klijn (2016) who argue that stakeholder involvement promotes innovation in PPP projects. On the other hand, 36% of the respondents in the study strongly agreed with the statement that PPP project/(s) implemented faced court case/(s) at some point of implementation. Also 29% of the respondents agreed with the statement while 19% of the respondents disagreed ($mean=3.81$, $Std=1.138$). Court cases usually emerge out of disagreements between or among stakeholders involved in the project. The principal-agent relationship that exist between a public and a private entity is often shrouded by conflicting interests that may necessitate courts intervention which often delay implementation of PPP projects. This view is shared by Odoemena and Horita (2018) who notes that risks and conflicting interests may affect implementation of PPPs especially in situations where parties involved cannot resolve them amicably. On the statement that the projects enjoyed political support, 19% of the respondents strongly agreed with the statement that PPP project had political support during implementation, 32% agreed with the statement while 16% of the respondents disagreed ($mean=3.35$, $Std=1.252$). On the popularity of leadership implementing PPP projects, 19% of the respondents strongly agreed with the statement, 32% of the respondents agreed while 23% of the respondents disagreed ($mean=3.35$, $Std=1.226$). The findings reveal that majority of respondents either agreed or strongly agreed that political environment had an impact on the implementation of PPPs in Kenya. The respondents specifically identified court cases and stakeholder's involvement as the main issues that had impact on implementation of PPPs. These findings could explain low rate of completion of PPP projects despite many organization expressing interests during Project Preparation and Appraisal stage.

4.6.1 Correlation between political environment and implementation of PPPs in Kenya.

The study conducted correlation analysis in order to ascertain the relationship and the associations between political environment and implementation of PPPs in Kenya. The findings are presented in Table 4.14.

Table 4.14. Correlation between political environment and implementation of PPPs in Kenya

		Implementation of PPPs
Political Environment	Pearson Correlation	-.485*
	Sig. (2-tailed)	.005
	N	31

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

The findings in Table 4.14 predict a negative moderate significant relationship exist between political environment and implementation of PPP projects in Kenya ($r=-0.485$, $p<0.005$). This implies that the political environment is inversely proportional to the implementation of PPPs in Kenya. The findings of this study echoes the findings by Wang, Liu, Xiong and Song (2019) who argues that high level governance and political control in the management of PPPs reduces negative influence in the implementation of the project. This view is further supported by Babatunde, Perera, Zhou and Udeaja (2015) who argues that politicisation of PPP processes and political bottlenecks are among the key barriers to implementation of PPPs in developing countries. Therefore, managers charged with implementation of PPPs in Kenya should strive to control political environment to ensure successful implementation of PPPs.

4.7 Staff Capacity

The study asked respondents to indicate the extent to which they agreed with the statement about the influence of staff capacity on implementation of PPPs in Kenya. The results are presented in Table 4.13 and Table 4.14

Table 4.15: Importance of Staff Capacity

	Frequency (F)	Percentage (%)
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Yes	24	77%
No	7	23%
Total	31	100%

The results on table 4.15 found that 77% of the respondents consider staff capacity as a prerequisite for individuals charged with the implementation of PPP projects in their organizations. This is because skills and experience are critical components for successful implementation of PPP projects. These findings imply skills are important in implementation of PPPs because they help managing and mitigating risks in the project.

Table 4.16: Indicators of Staff Capacity

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Dev
Negotiation skills are important in implementation of PPPs	53%	34%	0	3%	10%	4.17	1.262
Legal skills are relevant in the implementation of PPPs	53%	30%	3%	7%	7%	4.17	1.206
Financial skills are important in implementation of PPPs	57%	40	0%	0%	3%	4.47	.819
Procurement skills are relevant in the implementation of PPPs	67%	23%	3%	0%	7%	4.50	.861

Management skills relevant in the implementation of PPP projects	53%	24%	3%	10%	10%	4.00	1.390
Monitoring skills are important in implementation of PPPs	53%	23%	7%	10%	7%	4.07	1.285

The results presented on table 4.16 indicate that majority of the respondents strongly agreed and agreed that negotiation skills, legal skills, financial skills, procurement skills, management skills and monitoring skills are important for successful implementation PPP projects in Kenya. The findings imply that managers hold skill as an important component in the implementation of PPPs. This is because skills help in identification, mitigation, elimination, avoidance and management of risks. PPP projects are normally prone to numerous risks because of the high capital expenditure, complexity of the project and the conflicting interests among the parties. This imply that management has a responsibility of updating employee skills for staff involved in the implementation of PPPs for successful completion of PPP projects. This objective could be achieved through internal or external training of staff and through mentorship of programs that enhance skills of an employee.

4.7.1 Other skills

The respondents were asked to identify other skills that they thought were important in the implementation of PPPs in Kenya. The results are presented in Table 4.15

Table 4.17: Other skills relevant to implementation of PPPs in Kenya.

	Frequency (F)	Percentage (%)
ISO Skills	6	19%
Project Planning	16	52%
ICT Skills	9	29%
Total	31	100%

The findings on table 4.17 indicated 52% of the respondents consider project planning as an important skill for personnel charged with the implementation of PPP projects. The importance of project planning is occasioned by the fact that planning is a critical part in the implementation process because it provides direction of the actions toward achieving a certain goal. In addition, 19% of the respondents indicated ISO skills while 29% of the respondents said ICT skills are important for planning and execution of PPP projects.

4.6.1 Correlation between staff capacity and implementation of PPPs in Kenya.

The study conducted correlation analysis to determine the relationship and the associations between staff capacity and implementation of PPPs in Kenya. The findings are presented in Table 4.18.

Table 4.18. Correlation between staff capacity and implementation of PPPs in Kenya

		PPP Implementation
Staff Capacity	Pearson Correlation	.395 [*]
	Sig. (2-tailed)	.014
	N	31

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

The findings in Table 4.18 predict a weak positive significant relationship exist between staff capacity and implementation of PPP projects in Kenya ($r=0.395$, $p<0.014$). Staff capacity involves skills and experiences that are relevant to the implementation of PPPs. The importance of skills is hinged on the need to ensure the risks associated with PPPs are minimized (Rapajic, Puric & Puric, 2013). Further, the importance of staff capacity is emphasized by Brogaard, (2017) who observes that individual innovation acquired through training is responsible for innovative PPP projects. Therefore, it can be argued that staff capacity plays a significant role in the implementation of PPPs in Kenya.

4.8 Other factors that hinder implementation of PPPs

The respondents were asked to identify other factors that they felt hindered implementation of PPPs in their organizations. They identified corruption, poor project selection, lack of experts and cost over-runs. The results of the findings were presented in Table 4.19

Table 4.19: Other factors that hinder implementation of PPPs

	Frequency (F)	Percent (%)
Corruption	13	42
Poor project selection	5	16
Lack of experts	5	16
Cost over-runs	8	26
Total	31	100.0

The findings on table 4.19 show that 42% of the respondents believed that corruption affected implementation of PPP project/(s) in their organizations. In addition, 16% indicated that poor project selection and lack of experts had an effect on implementation while 26% were of the view that cost over-runs had an effect on successful implementation of PPPs. These findings confirm studies conducted by Anwar, Xiao, Abbas, and Ali, (2018) who found that corruption is one of the factors that pose a risk to the implementation of PPPs. Therefore, management in organizations implementing PPPs in Kenya have a responsibility to enact strategies and policies that are geared towards sealing corruption loopholes that may expose the organization to corruption risks.

4.9 Regression Analysis

The regression analysis was used to determine the level of significance of macro and micro environment on the implementation of PPPs in Kenya. The study used multiple regression model.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e \dots \dots \dots \text{Equation 4.9.1}$$

Where; Y is the Level of implementation of PPP projects, a is the Constant (intercept), b is the Slope (Gradient), X₁ is the Legal Framework, X₂ is the Political Environment and X₃ is the Staff Capacity. The $\beta_1 - \beta_3$ is the corresponding Coefficients of independent variables and ϵ is the standard Error. The results of coefficient of determination (R²) are presented in Table 4.21 and Table 4.22.

Table 4.20: Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
	.727 ^a	.529	.355	.80316101

a. Predictors: (Constant), Legal Framework, Political Environment, Staff Capacity

The results on Table 4.20 indicate that the coefficient of determination (R²) is 52.9%. This imply that the three independent variables explain 52.9% of the variation in the implementation of PPPs in Kenya. The results reveal a strong relationship between legal framework, political environment, staff capacity and implementation of PPPs in Kenya because R was above 0.5. Therefore, legal framework, political environment and staff capacity significantly influence implementation of PPPs, hence, they are statistically useful in predicting implementation of PPPs in Kenya.

Table 4.22: Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.744	4	4.581	10.092	.005 ^b
	Residual	12.256	27	0.454		
	Total	26.000	31			

a. Dependent Variable: PPP Implementation

b. Predictors: (Constant), Legal Framework, Political Environment, Staff Capacity

The findings on Table 4.22 indicate that the F values are statistically significant (F=10.092, P=0.005<0.05). This suggests that legal framework, political environment and staff capacity influence implementation of PPPs in Kenya. Therefore, these variables can be used as predictors for successful implementation of PPPs in Kenya.

4.9.1 Regression Coefficients

The coefficients of the variables in the study were presented on Table 4.23

Table 4.23: Coefficients

Model	Unstandardized		Standardized		
	B	Std. Error	Beta	t	Sig.
(Constant)	-10.419	7.055		-1.477	.156
Legal Framework	.726	1.603	.593	.453	.656
Political Environment	2.120	.886	1.169	2.392	.027
Staff Capacity	.288	.124	.395	2.316	.028

a. Dependent Variable: PPP Implementation

The findings presented in Table 4.23 indicated that the established regression model was as shown in the equation 4.9.2

$$Y = -10.419 + 0.726X_1 + 2.120X_2 + 0.462 X_3 + e..... \text{Equation 4.9.2}$$

The above regression equation shows that holding all the independent variables to a constant zero, the implementation of PPPs cannot exist on its own since constant is statistically insignificant. The legal framework coefficient was found to be statistically insignificant in the study. This means legal framework does not influence changes in implementation of PPPs in Kenya. These results differ with the study conducted by Mouraviev and Kakabadse (2015) which found legal framework influences

implementation of PPPs. The findings indicate that holding all other independent variables at zero, a unit increase in political environment would affect implementation of PPPs in Kenya by a factor of 2.120 and a unit increase in staff capacity would lead to an increase in implementation of PPPs in Kenya by a factor of 0.288. The analysis show political environment and staff capacity had significant values at less than 0.05, hence they significantly influence implementation of PPPs in Kenya. Comparing the standardized coefficients of political environment and staff capacity, political environment has a higher coefficient of 1.169. This imply that political environment influences implementation of PPPs with a higher percentage than staff capacity. The results of the study are consistent with the study conducted by Mzikayise (2009) who found political environment play a significant role in implementation of PPPs. In addition, Zhang *et al* (2017) found staff capacity as a critical factor for the success of PPPs.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter present a summary, conclusions and recommendations of the study on micro and macro environment on the implementaion of public private partnerships

infrastructure development in Kenya. Also highlighted in the chapter are the possible suggestions for further research.

5.2 Summary of Findings

The summary of the findings are summarized and presented in this section. The study sought to investigate the effect of micro and macro environment on the implementation of public private partnerships in Kenya. The data was collected from primary data sources through use of questionnaires as research instruments and was supplemented with secondary data in review of literature. The questionnaire used was designed in line with the objectives of the study.

The study revealed that majority of the respondents agreed that legal framework had an influence on the implementation of PPPs in Kenya. However, the impact of legal framework was not significant to the implementation of PPP infrastructure developments in Kenya.

In regard to political environment, majority of the respondents agreed with the statements that stakeholder involvement, court cases, political support for PPP projects and popularity of the leadership had an influence on the implementation of PPPs. The correlation analysis revealed a negative significant relationship between political environment and implementation of PPPs. Therefore, political environment had an inversely proportional impact to the implementation of PPPs in Kenya. In addition, the study showed that political environment was statistically significant to the implementation of PPPs in Kenya.

The key indicators of staff capacity were negotiation skills, legal skills, financial skills, procurement skills, management skills and monitoring skills. Majority of the respondents agreed with the statement that staff capacity has an influence on implementation of PPPs. The correlation analysis further revealed there was positive significant relationship between staff capacity and implementation of PPP projects in Kenya. In a nutshell, staff capacity was found to be statistically significant to the implementation of PPPs in Kenya.

5.3 Conclusions

This section presents conclusions made in the study in the context of the research findings. The conclusions are presented in line with the research objectives.

The first objective of the study was to establish the effects of legal framework on the implementation of public private partnership infrastructure development in Kenya. The indicators of legal framework were legal complexity, clarity of laws on PPPs, law applicability to both National and county level and availability of National Policy on PPPs. Majority of the respondents reported that legal processes governing PPPs are usually complex and bureaucratic. Respondents also agreed there was clarity of the law, applicability of laws both at the National and County level and there was general lack of awareness of the National Policy on PPPs. The complexity and bureaucratic nature of the PPP legal processes can be attributed to the need to ensure integrity in the procurement process because they involve capital projects. However, the study found that legal framework was not statistically significant in the implementation of PPPs in Kenya.

The second objective was to determine the effects of political environment on the implementation of public private partnership infrastructure development in Kenya. The indicators of the political environment were stakeholder involvement, court cases, political support of the project and popularity of leaders who implemented PPPs. The study revealed that majority of the respondents agreed with the statements that stakeholder involvement was conducted, PPP projects faced court cases, PPP projects enjoyed political support and leaders who supported PPP projects were popular. The high level of stakeholder involvement in PPP projects in Kenya can be attributed to the Constitutional requirement of citizen involvement in all public decision making process. The popularity of leaders who implement PPPs projects and political support of the PPP projects can be attributed to the intensive nature of the capital involved as well as political mileage that come with such projects. The study indicated that the political environment was statistically significant to the implementation of PPP projects in Kenya.

The third objective was to determine the effects of staff capacity on the implementation of public private partnership infrastructure development in Kenya. The indicators were negotiation, legal, financial, procurement, management and monitoring skills. The majority of the respondents were in agreement that the skills are important ingredients for successful implementation of PPP projects in Kenya. The importance of these skills can be attributed to the fact they help to reduce risks that are associated with the PPP projects because of the involvement of multiple stakeholders, intensity of the capital and complexity of the PPP projects. The analysis revealed that staff capacity was statistically significant in the implementation of PPPs.

5.4 Recommendations

Based on the findings, the study recommends the following interventions on policy, practice and methodology of implementing PPP projects; First, stakeholder involvement play a pivotal role in ensuring successful implementation of PPPs in Kenya. Although, public participation is a Constitutional requirement in all public decision making processes, the Public Private Partnership unit should develop guidelines for stakeholder involvement to ensure uniformity and coherence in stakeholder engagement during implementation of PPPs in Kenya. This is likely to minimize incidences of litigations. As a result, the number of court cases targeting PPP projects would potentially reduce. The reason for ensuring stakeholder involvement is hinged on the view that political environment play a significant role in the implementation of PPPs in Kenya which showed a statistical significance value of 0.027.

Secondly, the findings of the study revealed that majority of the respondents were not aware of the existence of National Policy on PPPs. This imply that the organizations do not understand the key reasons for government focus on Public Private Partnership as an alternative to raising capital for public infrastructure. This lack of awareness can potentially affect uptake of PPP projects by public entities. On the other hand, private entities may fail to take up business opportunities presented by Public Private Partnership arrangement if lack of awareness persist. Therefore, the government should consciously and deliberately create awareness among citizens by making the national policy on PPPs available to the majority of the people. In addition, the awareness can be

enhanced through advertisements, training of public entities executives among other channels of passing information to the public.

Thirdly, the results of the study indicated that majority of the respondents believe that corruption poses a monumental risk to successful implementation of public private partnerships in Kenya. This is because of the intensive capital expenditure involved. This tend to make public Private Partnership Projects attractive to corrupt cartels. The researcher recommends that the government should develop stringent measures and policies aimed at curtailing corrupt practices that may emerge in the execution of public private partnership projects. In most cases, corruption cases can be politicised in an attempt to gain access to resources under PPPs. This is important aspect that is worth consideration because political environment is statistically significant on the implementation of PPPs in Kenya.

5.5 Recommendations for further research

The study adopted systematic sampling technique and the sample size was determined through a sampling fraction. A further study should be conducted using census where all PPP projects in Kenya are included to provide more information on the effects of legal framework, political environment and staff capacity on the implementation of PPP projects.

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LIST OF APPENDICES

Appendix I: Letter of Introduction

Moses Kithinji Baithili,
School Business and Economics,
University of Embu.
Tel: 0723099808
baithili@gmail.com

10th July, 2018

Chief Executive Officer,

.....

Dear Sir/Madam,

RE: ACADEMIC RESEARCH

I am a Masters candidate in Business Administration (Procurement and Logistics speciality) in the School of Business and Economics at the University of Embu. I am collecting data for my research on: “**Micro and macro environment and implementation of Public Private Partnership infrastructure development in Kenya**”.

Your organization has been selected to participate of this study because it is implementing/implemented PPP projects. I kindly request you to allow my research assistant to collect data on my behalf from your organization by administering the attached questionnaires to Procurement Manager or PPP project Managers. The research is on Implementation of Public-Private Partnership in Infrastructure development.

The information given will be treated with confidentiality and will only be used for this study.

Thank you and God bless.

Yours faithfully,

Mr. Moses Baithili,

MBA Student,

University of Embu.

Appendix II: Questionnaire for officers in-charge of implementing PPPs.

I kindly appreciate your time and cooperation in completing this questionnaire. This will take you just a few minutes to complete. It aims to capture data for the study titled

“Micro and macro environment and implementation of public private partnerships infrastructure Development in Kenya” This research is purely for academic purposes in fulfilling the requirements to graduate with Masters degree in Business Administration (Procurement and Logistics) at the University of Embu. The results will hence not be traceable to you or any individual person. I therefore urge you, to freely answer the questions as honestly as possible. The questionnaire is divided into five sections. Kindly follow the instructions given at the beginning of each section.

SECTION A: DEMOGRAPHIC INFORMATION

Please fill in the information below by ticking appropriately.

1. Please tick your gender
 - Male ()
 - Female ()

2. Indicate your age bracket (*Tick where appropriate*)
 - 18-27yrs () 38-47yrs () 58yrs and Above ()
 - 28-37yrs () 48-57yrs ()

3. Estimated years of working experience in PPP projects.
 - 0-2yrs () 5-6yrs ()
 - 3-4yrs () 7yrs and above ()

4. Highest level of education?

Primary ()	Bachelor’s Degree ()
Secondary ()	Masters Degree ()
Certificate ()	PhD Degree ()
Diploma ()	Other (Specify) ()

SECTION B: IMPLEMENTATION OF PUBLIC PRIVATE PARTNERSHIP PROJECTS

5. The questions below refer to the level of implementation of Public Private Partnership project(s) being implemented by your organization. The responses range

as follows; **Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree**
(Tick in the appropriate box)

Statement		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Project Preparation and Appraisal						
a.	Project identification concluded					
b.	Selection & Prioritisation of project					
c.	The institutional Node appointment					
d.	Transactional Advisory appointment					
e.	Feasibility study conducted					
Request for Qualification						
f.	Preparation of RFQ documents					
g.	Advertisement of RFQ					
h.	Prequalification(Shortlisting) of companies.					
Request for Proposal						
i.	Invitation of prequalified bidders to submit RFP					
j.	Evaluation of bids conducted					
k.	Negotiation conducted					
l.	Award & signing of contract completed					
Project Construction & Management						
m.	Construction commenced					
n.	Construction completed					
o.	Operation of the project					
p.	Handover of the project done					

SECTION C: LEGAL FRAMEWORK

6. The questions below refer to the effect of legal framework on implementation of Public Private Partnerships (PPPs). The responses range as follows; **Strongly agree, Agree, Neutral, Disagree and Strongly Disagree.**(Tick in the appropriate box)

Statement.	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Legal Framework					
a.	legal Processes on PPPs Complex and bureaucratic				
b.	PPP laws are clear and easy to understand				
c.	The PPP laws are applicable to both National government & County governments				
d.	Awareness of National Policy by employees.				

SECTION D: POLITICAL ENVIRONMENT

Please fill in the information below by ticking appropriately.

7. How would you rate political environment in the Country.

Stable ()

Unstable ()

8. Do you think political environment has effect on Public Private Partnership?

Yes ()

No ()

9. The questions below provide various indicators of political environment. The response ranges as follows: **Strongly agree, Agree, Neutral, Disagree and Strongly Disagree.** Please tick the most appropriate response.

Indicator	Strongly Agree	Agree	Neutra l	Disagree	Strongly Disagree

Stakeholders are involved to build consensus					
The project has faced court cases					
The PPP project enjoyed political support					
Leaders who implemented the PPP project are popular					

SECTION E: STAFF CAPACITY

10. Do you consider staff capacity important for implementation of Public Private Partnership projects in your organization?

Yes ()

No ()

11. The questions below refer to skills relevant to the implementation of PPP projects.

The response ranges as follows: **Strongly agree, Agree, Neutral, Disagree and Strongly Disagree.** Please tick the most appropriate response.

Indicator	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Negotiation Skills are important in implementation of PPPs					
Legal Skills are relevant in the implementation of PPPs					
Financial Skills are important in implementation of PPPs					
Procurement Skills are relevant in the implementation of PPPs					
Management Skills relevant in the implementation of PPP projects					

Monitoring Skills are important in implementation of PPPs					
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12. What other skills do you think are relevant in the implementation of PPPs in Kenya

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13. The questions refer to the extent to which economic performance influence implementation of PPPs in Kenya. The response ranges as follows: **Strongly agree, Agree, Neutral, Disagree and Strongly Disagree.** Please tick the most appropriate response.

Indicator	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Gross Domestic Product (GDP) rate					
Inflation rate					
Exchange rate					

14. In your own opinion, what other factors that hinder implementation of PPP in Kenya?

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Appendix III: List of Projects

	Name	County	Contracting Authority
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1.	Government Flying School	Nairobi	Kenya Civil Aviation Authority (KCAA)
2.	Postgraduate and International Student Hostels on Harry Thuku Road, University of Nairobi	Nairobi	The University of Nairobi (UoN)
3.	300- Bed Private Hospital	Nairobi	Kenyatta National Hospital (KNH)
4.	Munyu Multipurpose and Greater Kibwezi Irrigation	Makueni	Tana & Athi Water Rivers Development Authority
5.	Mombasa International Convention Centre (MICC)	Mombasa	Tourism Finance Corporation (TFC)
6.	Nairobi-Thika road O&M PPP	Nairobi	Kenya National Highway Authority
7.	Mamlaka Undergraduate PPP Hostel Project	Nairobi	The University of Nairobi (UoN)
8.	Magwagwa Multipurpose Dam Development	Bomet, Homa Bay, Kericho, Kisumu, Nyamira	Lake Basin Development Authority
9.	Development of an Export Quarantine Station and Livestock Export Zone	Mombasa, Taita Taveta, Tana River	Ministry of Agriculture Livestock and Fisheries
10.	Waste Management Project	Kajiando	Kajiando County Government
11.	Roads Annuity Programme Lot 33: Kajiado – Imaroro and Ngong – Kiserian – Isinya Roads	Kajiado	Kenya Rural Roads Authority (KeRRA)
12.	Moi University PPP Hostels Project	Uasin Gishu	Moi University
13.	Kenyatta University Students Hostels	Kiambu	Kenyatta University (KU)
14.	Likoni Crossing Aerial Cable Car	Mombasa	Kenya Ferry Services Limited (KFSL)
15.	Roads Annuity Programme Lot 3: Samatar – Wajir (B9) and Rhamu – Mandera(B9) Roads	Mandera, Marsabit, Wajir	Kenya National Highways Authority (KeNHA)
16.	Roads Annuity Programme Lot 32: Illasit – Njukini – Taveta Road	Kajiado, Taita Taveta	Kenya National Highways Authority (KeNHA)

17.	Bomas International Convention and Exhibition Centre	Nairobi	Kenya Tourism Development Corporation
18.	Roads Annuity Programme Lot 15: Select urban roads in 6 Counties; Nyeri, Kirinyaga, Murang'a, Embu, Tharaka Nithi and Laikipia	Embu, Kirinyaga, Laikipia, Murang'a, Nyeri, Tharaka Nithi	Kenya Urban Roads Authority (KURA)
19.	Roads Annuity Programme Lot 18: select urban roads in 4 Counties; Kakamega, Vihiga, Bungoma and Busia.	Bungoma, Busia, Kakamega, Vihiga	Ministry of Transport and Infrastructure (MOTI)
20.	Development of the Shimoni Port	Kilifi	Kenya Ports Authority (KPA)
21.	University Teaching and Referral Hospital, Pwani University	Kilifi	Pwani University
22.	Nairobi Southern Bypass project	Nairobi	Kenya National Highways Authority (KeNHA)
23.	Egerton University PPP Accommodation Project	Nakuru	Egerton University
24.	Nairobi Commuter Rail Project	Nairobi	Kenya Railways Corporation (KRC)
25.	Munyu Multipurpose and Greater Kibwezi Irrigation	Makueni	Tana & Athi Water Rivers Development Authority
26.	Pwani University PPP Hostel Project	Kilifi	Pwani University
27.	Machakos University PPP Hostel Project	Machakos	Machakos University College Projects
28.	Munyu Multipurpose and Greater Kibwezi Irrigation	Makueni	Tana & Athi Water Rivers Development Authority
29.	Postgraduate and International Student Hostels on Harry Thuku Road, University of Nairobi	Nairobi	The University of Nairobi (UoN)
30.	Mamlaka Undergraduate PPP Hostel Project	Nairobi	The University of Nairobi (UoN)
31.	Tana Integrated Sugar project	Tana River	Tana & Athi Water Rivers Development Authority
32.	Solid Waste Treatment In Nairobi City County	Nairobi	Nairobi City County Government

33.	Lamu-Garissa-Isiolo Highway	Lamu	Kenya National Highways Authority (KeNHA)
34.	Lamu Port Development	Lamu	Kenya Ports Authority (KPA)
35.	University of Eldoret PPP Hostel Projects	Uasin Gishu	The University of Eldoret
36.	Nakuru Solid Waste Management Project	Nakuru	Nakuru County Government
37.	Nairobi Mombasa Highway Project	Mombasa	Kenya National Highways Authority (KeNHA)
38.	Nairobi City Council Car Park Project	Nairobi	Nairobi City County Government
39.	Mombasa Petroleum Trading Hub	Isiolo, Lamu, Marsabit	Ministry of Energy
40.	Development of Murangá Town/Mukuyu Water Supply	Murang'a, Laikipia	Murang'a County Government
41.	Nairobi – Nakuru – Mau Summit Highway Project	Nakuru	Kenya National Highways Authority (KeNHA)
42.	Roads Annuity Programme Lot 15: Select urban roads in 6 Counties; Nyeri, Kirinyaga, Murang'a, Embu, Tharaka Nithi and Laikipia	Embu, Kirinyaga, Laikipia, Murang'a, Nyeri, Tharaka Nithi	Kenya Urban Roads Authority (KURA)
43.	Moi University PPP Hostels Project	Uasin Gishu	Moi University
44.	Roads Annuity Programme Lot 18: select urban roads in 4 Counties; Kakamega, Vihiga, Bungoma and Busia.	Bungoma, Busia, Kakamega, Vihiga	Ministry of Transport and Infrastructure (MOTI)
45.	140MW Geothermal PPP project at Olkaria	Nakuru	Kenya Electricity Generating Company (KenGen)
46.	2nd Nyali Bridge Project	Mombasa	Kenya Urban Roads Authority (KURA)
47.	Roads Annuity Programme Lot 32: Illasit – Njukini – Taveta Road	Kajiado, Taita Taveta	Kenya National Highways Authority (KeNHA)
48.	Kisumu Sea Port	Kisumu	Kenya Ports Authority (KPA)

49.	Roads Annuity Programme Lot 18: select urban roads in 4 Counties; Kakamega, Vihiga, Bungoma and Busia.	Bungoma, Busia, Kakamega, Vihiga	Ministry of Transport and Infrastructure (MOTI)
50.	140MW Geothermal PPP project at Olkaria	Nakuru	Kenya Electricity Generating Company (KenGen)
51.	Construction of students Hostel	Kitui	South Eastern University of Kenya
52.	Rwabura and Thiririka Dams in Kiambu County	Kiambu	National Irrigation Board
53.	Mombasa County Desalination Plant	Mombasa	Mombasa County Government
54.	Muranga Water Supply Project	Muranga	Muranga County Government
55.	Mt. Kenya Hospital	Nyeri	Nyeri County Government
56.	Kiambu County Government Hospital	Kiambu	Kiambu County Government
57.	Kenya School of Government Student Accommodation	Kiambu	Kenya School of Government
58.	Mombasa 2 nd Container Terminal	Mombasa	Kenya Ports Authority
59.	National Data Centre Project	Nairobi	Ministry of ICT
60.	Multi-Level Car park facility in Mombasa	Mombasa	Mombasa County Government
61.	Bomas First Class Hotel	Nairobi	Kenya Tourist Development Corporation
62.	Nairobi Bulk Water Supply	Nairobi	Athi Water Services Board

Appendix IV: Summary of the Research Gaps

Table 2.1: Research Gaps

S/N	Author & Year	Focus/ Title of the Study	Methodology Used	Key Findings of the Research	Gap in Knowledge	Focus of Current Study
	Musyoka C.A, (2012)	Factors influencing performance of PPPs in Housing Sector in Kenya	<ul style="list-style-type: none"> • Descriptive survey • Disproportionate stratified sampling technique 	The research found stable political system and favorable economic conditions affected performance of PPPs	<ul style="list-style-type: none"> • The study focused on political violence to mean political instability • Focused to specific sector unlike the current study 	<ul style="list-style-type: none"> i. Political environment focuses on; <ul style="list-style-type: none"> • Stakeholders involvement • Court cases on PPP projects • Political leadership support ii. Not focused to any specific sector
	Opara, Elloumi, Okafar & Warsame, (2017)	Effects of the institutional environment on public private partnership	<ul style="list-style-type: none"> • Case study of Alberta in Canada 	The study found that leaders who adopt PPPs were popular in Alberta Canada	<ul style="list-style-type: none"> • The context of the research is different the current study will be conducted in Kenya. 	<ul style="list-style-type: none"> • Study will be focused on the Kenyan Context. • Descriptive survey

					<ul style="list-style-type: none"> • Methodology used. 	methodology will be used in the study
	Nwangwu, (2012)	The legal framework for public-private partnerships (PPPs) in Nigeria	Cross-sectional survey	The study found existence of overlapping laws on PPP in different layers of government in Nigeria	<ul style="list-style-type: none"> • Research context because the study was conducted in Nigeria. • Overlapping PPP laws between National government and lower government structure. Hence it was concerned with the legal clarity. The current study focuses on complexity of legal process and availability of national policy on PPPs. 	<ul style="list-style-type: none"> • The context of the study will be in Kenya • The study will focus on the complexity of the legal process on PPPs and availability of national policy on PPPs.
	Mzikayise, S. B. (2009).	A public-private partnership model for the improvement of local economic development in South African metropolitan	Case study	The study found community involvement was important in determining effective governance	<ul style="list-style-type: none"> • The study was conducted in South Africa. • The research methodology used was case study 	<ul style="list-style-type: none"> • The context of the study is in Kenya unlike the previous study whose context was in South Africa. • The study focused

		government.		of PPPs in South Africa. He found PPPs contributed in job creation and employment in South Africa. implementation of PPPs	<ul style="list-style-type: none"> • It did not address the place of staff capacity on the success of PPPs. 	on stakeholders' involvement in promotion of good governance in PPPs while the current study focuses on other aspects with political dimension like the number of court cases and political leadership support.
	Muhu, T. W (2012).	Factors affecting the success of Public-Private-Partnerships (PPPs); A case of Infrastructural Development of Thika Road in Kenya.	Case Study	The study found legal framework and rigid government procurement procedures caused delay in completion of Thika road which increased cost by 3b	<ul style="list-style-type: none"> • The study was focused on road construction. • Adopted case study research methodology. 	<ul style="list-style-type: none"> • This research will focus on infrastructure Development in general. • The research methodology used is descriptive survey.
	Jacobson and Choi	Working Together- Assessing Public-	Descriptive Research Design	The study found public involvement	The study emphasized on the need of allowing public	Despite looking at the role of public discussion

	(2008)	Private Partnerships in Africa		in the PPP processes creates conducive environments for PPP projects and minimizes litigations in the long run	discussions and debate on in building up convenient political environment for PPPs to thrive	in PPP projects, this research will also look at the role of staff abilities in facilitating public discussion for the right political environment
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