

**THE INFLUENCE OF ORGANIZATIONAL FACTORS ON THE PERFORMANCE OF
PUBLIC PRIVATE PARTNERSHIPS WATER & SANITATION PROJECTS IN
NAIROBI COUNTY, KENYA**

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**A Research Project Submitted in Partial Fulfillment of the Requirements for the Award of
Degree of Master of Arts in Project Planning and Management of the University of Nairobi**

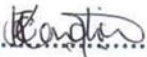
2022

DECLARATION

This research project is my own original work and has not been presented for the award of a degree in this University or any other institution of higher learning for examination.

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This research project has been submitted for examination with my approval as the University Supervisor

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DEDICATION

This project is dedicated to my parents Mr. Peter Chepkuto & Mrs. Esther Kandie. Thank you for educating me and for giving me this opportunity. My deeply cherished daughter Clare; you are my reason for living and my motivation to press on.

ACKNOWLEDGEMENT

All for God's Honor, Glory and Praise!

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ABBREVIATIONS AND ACRONYMS

PPP- Public Private Partnership

WASH- Water, Sanitation and Hygiene

MDGs- Millennium Development Goals

WRMA- Water Resource Management Authority

WASREB - Water Services Regulatory Board

WSBs- Water Services Boards

WSTF - Water Sector Trust Fund

WAB- Water Appeals Board

WRA- Water Resources Authority

WSPs- Water Service Providers

TATUWASCo - Tatu City Water and Sanitation Organization Limited

KIWASH- Kenya Integrated Water, Sanitation & Hygiene Project

SUWASA - Sustainable Water and Sanitation in Africa

NST-WSDP - Nairobi Satellite Towns Water and Sanitation Development Programme

NBO-CWDNP - Nairobi City Water Distribution Network Modifications Project

FINISH INK- Financial Inclusion Improves Sanitation and Health in Kenya

(KIWESA) - Kiambu Water and Sanitation

KNBS- Kenya National Bureau of Statistics

COVID-19- Corona Virus Disease (2019)

IMF- International Monetary Fund

USAID- United States Agency for International Development

NACOSTI- National Commission for Science, Technology & Innovation

SPSS- Statistical Package for the Social Sciences

SD- Standard Deviation

IV- Independent Variable

DV- Dependent Variable

DF- Degrees of Freedom

ABSTRACT

Maintaining a high level of quality economic investment necessitates that governments from all around the globe continue to increasingly seek to grow financing strategies, which combine the public and private sectors, to not only keep control of budgetary spending, but also to pool together specific know-how from these two sectors. With this, this study endeavoured to analyse the influence of organizational factors on the performance of Public Private Partnerships water & sanitation projects in Nairobi county, Kenya. It achieved this by assessing the influence of governance structures on the performance of Public Private Partnerships water & sanitation projects in Nairobi county, Kenya; assessing the influence of regulatory framework on the performance of Public Private Partnerships water & sanitation projects in Kenya; determining the influence of organizational culture on the performance of Public Private Partnerships water & sanitation projects in Kenya; and finding out the influence of organization communication strategies on the performance of Public Private Partnerships water & sanitation projects in Kenya. This study will be of great significance to a number of interested parties including policy makers in the Public-Private Partnership sector, Public-Private partnerships running water & sanitation projects in Kenya and students seeking to conduct research in the same field of study. The target population for this study was the staff of various Water & Sanitation projects in Nairobi County, Kenya and was composed of a total target population of 1760 members of staff. Stratified sampling was used to obtain a sample of the given population from the possible target population of 24 out of 26 organizations and further select 277 respondents from the target population. The study utilized a questionnaire for collecting primary data where a semi-structured questions were used to collect primary data. It employed content validity to assess how well the instruments measured the intended theoretical construct. The research also employed a test-retest method to check on reliability. The data for the study was analyzed using both qualitative and quantitative methods. The study found out that constant performance reviews influenced Performance of PPPs water & sanitation projects to a considerable extent as stipulated by a mean of 4.45 and standard deviation of 0.19. In addition, the study revealed that policies & procedures relating to PPPs also affected performance of water & sanitation projects as evidenced by a mean of 4.09 and standard deviation of 0.17. Moreover, it was established that culture of an organization affected Performance of PPPs and sanitation to a large extent as indicated by a mean of 4.15 and standard deviation of 0.27. Further, the study established the main source of conflict in projects was communication breakdown and for better project performance, managers need to plan both the formal and non-formal communication strategies as stipulated by a mean of 4.12 and standard deviation of 0.37. The study concludes that the different variables explored in the research had a considerable influence on performance of water & sanitation, as will be shown in chapter 5 of this paper. In addition, the study concludes that policies & procedures relating to PPPs and clear quality management mechanisms also had a high effect on performance of water & sanitation. Further, values & beliefs of staff in the organization, as well as empowered employees both had a high influence on performance of water & sanitation and. The study recommends that consequential measures should be taken upon these factors to ensure the effective & successful implementation of projects is not disrupted thus affecting the performance of the projects.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

With the current trends of inflation all over the world, governments from all across the globe are working to create financing systems that combine public and private funds in order to limit budgetary expenditure while also pooling the specialized knowledge of these two sectors. There has been a transition in government function in the economy, from operator to organizer, regulator, and controller as the private sector grows in importance. A common phrase for this kind of relationship is a Public-Private Partnership (PPP) (Chileshe et al., 2022). There is a prevalent trend for the private sector to join in the supply of public services due to the rapid growth of public utilities. Since the government cannot deliver all of the services in many countries, this has become a major issue hence the reason why more and more governments are adopting the PPP model in delivering services to the public (Surachman et. al., 2022).

Fostering authority-led programs that stimulate commercial ventures in infrastructure and services that provide greater value for money and shift major risk to the private sector is what PPPs are all about (Rybnicek et al., 2021). Public-Private Partnerships are becoming more common in discharging of public infrastructure and services. Three major reasons in support of PPPs are presented by (Dawurah & Smiley, 2021). There are three main advantages to outsourcing public sector projects: first, they do not increase the government's debt or require tax increases; second, they offer a more competitive and cost-effective option to traditional projects run by the public sector; and third, they bring in proven expertise in project management from the private sector. As a result, public officials may devote their time and resources to more critical policy concerns. The three main advantages of PPPs as discussed by (Dawurah & Smiley, 2021) highlight the main reason why PPPs are adopted in different sectors and ministries in governments throughout the world, including the supply of utilities like water & sanitation.

In recent times, the idea of PPPs has proven to be a preferred public procurement paradigm worldwide and its popularity is rapidly rising. (Almansoori & Nobanee, 2019) highlight the fact that the parties involved in this form of partnership must have their roles well set out on the mechanisms of the implementation of the projects and that they need to agree to work together during the entire period of the partnership. The Kenyan government is progressively looking to build finance structures that amalgamate the public and private sectors, to not only oversee the

regulation of budgetary spending but also to combine the specialized knowledge from both the private and the public sectors in order to improve water and sanitation services. Cooperation in this manner is known as Public Private Partnerships, which is a partnership between the governments and private stakeholders, and where the diverse public and private players collaborate in highlighting the cooperation's aims, methods, and agreement in a collaborative effort. One of the eight MDGs aimed at reducing poverty is also being monitored through this collaboration between the government and several business entities (Obosi, 2017).

Planning and action are needed to set in place a strategy, leadership, objectives and processes to guide and utilize the dynamic character of project activity in order to establish the conditions for project success (Surachman et. al., 2022). Working smarter on project management will allow organizations to take on any strategic and operational difficulties that may arise, as is very certainly the case now. The idea of Public Private Partnerships is relatively a recent development and there is scanty focused literature on water & sanitation projects (Obosi, 2017), especially in Kenya. More specifically, there is a dearth of hardly any literature on the topic of performance of Water & Sanitation initiatives of PPPs in Kenya and the key success factors for PPP water & sanitation projects in the Kenyan context. Consequently, this research study thus seeks to lessen the gap through assessing the influence of organizational factors on the performance of PPPs water & sanitation projects in Nairobi county, Kenya.

1.2. Statement of the Problem

The goal of PPPs is to speed up the development of water & sanitation projects so that beneficiaries get essential and fundamental services that the government alone cannot provide. A major way to do this is to attract private sector resources such as money and expertise to large-scale projects like clean water & sanitation projects (Lam, & Yang, 2020). As Nairobi has grown and continues to grow, more poor residents and urban dwellers continue to be pushed into low-income or informal settlements, where there is very little water and sanitation services, or in some instances these services are not there at all. As much as PPPs have been established to this effect, they have not yet managed to adequately handle water & sanitation projects' challenges faced by informal settlement dwellers in Nairobi County. Considering a population of 5 million people, 41% of the population lacks access to basic water and sanitation services, while 15% of others rely on surface water sources such ponds, shallow wells, and rivers. This is according to information from KNBS. Water & sanitation services are provided to citizens through the establishment of governance structures, appropriate regulatory frameworks, good organizational culture, appropriate

organization communication strategies, sustainable economic policy, prudent financial management, and favorable socioeconomic environment (Surachman et. al., 2022). However, these factors have not been adequately addressed in the PPP front of water & sanitation projects in Nairobi county, Kenya. With a critical emphasis on project completion, several studies have devised models for PPP management that are both efficient and effective. Still, no convincing research has been done to determine why PPPs have not been successful in addressing the water & sanitation challenge experienced by millions of urban dwellers in Kenya and Nairobi County in particular. By studying the influence of organizational characteristics on PPPs water & sanitation projects in Nairobi County, Kenya, this study aims to reduce the gap.

1.3. Purpose of the Study

The primary motive of this study was to analyze the influence of organizational factors on the performance of Public Private Partnerships water & sanitation projects in Nairobi county, Kenya.

1.4. Objectives of the study

The study was guided by the following research objectives:

- i. To determine the influence of governance structures on the performance of Public Private Partnerships water & sanitation projects in Nairobi County, Kenya.
- ii. To assess the influence of regulatory framework on the performance of Public Private Partnerships water & sanitation projects in Nairobi County, Kenya.
- iii. To establish the influence of organizational culture on the performance of Public Private Partnerships water & sanitation projects in Nairobi County, Kenya.
- iv. To discuss the influence of organizational communication strategies on the performance of Public Private Partnerships water & sanitation projects in Nairobi County, Kenya.

1.5. Research Questions

This research study endeavored to answer the following questions:

- i. What is the influence of governance structures on performance of Public Private Partnerships Water & Sanitation projects in Nairobi County, Kenya?
- ii. What is the influence of regulatory framework on performance of Public Private Partnerships Water & Sanitation projects in Nairobi County, Kenya?
- iii. What is the influence of organizational culture on performance of Public Private Partnerships Water & Sanitation projects in Nairobi County, Kenya?
- iv. What is the influence of organization communication strategies on performance of Public

1.6. Significance of the Study

A wide range of interested parties will find this research study beneficial. This study will be immense value to those involved in policy making in the PPP sector in Kenya as it will set out to highlight the crucial success criteria for the performance of the water & sanitation projects. PPPs in the water & sanitation sector in Kenya will also find the research useful on how to use strategic project management methodologies and tools to achieve success in their projects. The study's results will be particularly essential since they provide a framework for future water & sanitation programs to base their operations, with regard to the four variables discussed by the study. Future stakeholders will be able to plan for the future projects based on this knowledge. Additionally, this study will also serve as a point of reference and recommendation for future scholars and academics interested in PPP, as well as, water & sanitation studies.

1.7 Limitations of the Study

The researcher utilized descriptive research design. There were considerations given because of the fact that some respondents in the study expressed fear pertaining to exposure as they felt that they were divulging sensitive information that might harm their jobs or the reputation of their employers. As a result, there was a chance that some respondents would not be able to answer all of the questions in the questionnaire accurately, which would in turn influence the data analysis. By guaranteeing the respondents that their personal information would be kept private, the researcher was able to alleviate any concerns they may have had. The respondents were assured that the data they provided would only be used for academic reasons and that their privacy would be protected. The issue of a relatively short study period was addressed by allocating sufficient time for data collecting and processing. There was the concern that data collection would be problematic if the respondents were unwilling to comply in the present COVID-19 scenario, as some respondents would not have felt comfortable meeting with the researcher in person. To avoid the transmission of COVID-19, the researcher followed Kenyan government protocols and ensured that both the researcher, research assistants and respondents wore masks at all times while meeting, and that social separation was maintained whenever necessary.

1.8. Delimitation of the Study

The research focused on the organizational elements that influence the success of PPPs in Kenya in water & sanitation projects. The study's intended audience was the personnel and management

of several water & sanitation companies in Nairobi County, Kenya. With several water & sanitation projects in Nairobi that are a part of a PPP program, the study population was comprised of senior and middle-level employees (managers, supervisors, project officers and support staff). There main factors taken into consideration for study in the research were governance structures, regulatory framework, organizational culture, organization communication techniques, and the performance of PPP water & sanitation projects. It was decided that these were the most important aspects for PPP Water & Sanitation projects to consider. Only Nairobi County was studied in terms of geographical coverage, and the research lasted for a total of six months. Due of the vast number of impoverished urban people who have been driven into informal and low-income communities where there is inadequate water & sanitation services, Nairobi County was chosen as the location for the study.

1.9. Assumptions of the Study

The researcher presumed that the instrument used to collect data had credibility & validity, and that it measured the intended constructs accurately. The researcher also worked under the assumption that the respondents answered questions both truthfully & correctly, and that a considerable number of questionnaires would be returned having been duly filled correctly and within the specified.

1.10. Definition of Significant Terms

Organization Factors: The elements that influence the way that an organization and everybody within it behaves. These elements are made up of among other things the governance structures, regulatory framework, human resources & culture, communication strategies and coordination mechanisms of the organization.

Governance Structures: This is the body that organizes and outlines authority and the governing or management functions of an organization. In addition, they establish rules, processes, and other informational standards. Further, these processes and procedures are defined, governed, and enforced by governance frameworks.

Communication Strategies: Refer to an organization's pre-determined routes of communication. Typically, they are passed down the ranks from the highest levels of management to lower-level staff. They are supported by the organization's procedures and are essential to the organization's mission, vision and goals or objectives.

Organization Culture: These are the factors that contribute to an organization's distinctive social and psychological environment. They include beliefs, assumptions, values, and the manner in

which people interact with one other in an organization.

Organizational Performance: This refers to the resulting output or outcomes of an organization's resources, efforts, roles & responsibilities to meet the intended goal or objectives of the organization. Performance includes the development and management of initiatives that help execute the organization's strategy.

Public-Private Partnerships: Refers to a long-term cooperation partnership between two or more public and private sectors to achieve the same set objective or goal. Government and private sector entities in such cooperation collaborate to accomplish a project or offer services for the general community.

Regulatory Framework: These are the rules and regulations that determine the PPP project lifecycle. For PPPs to achieve their goals successfully, governments may need to modify the existing regulatory framework to guarantee that at least contracts for the supply of public services are viable.

1.11. Organization of the Study

The study was broken up into five chapters. Sections in each chapter were devoted to providing the necessary information for this academic study. First, the study's background and goals were laid forth, as well as the objectives that guided the study and the research questions in Chapter 1. The importance of the study was also discussed in the first chapter. It also discussed the study's limitations and delimitation, as well as the study's assumptions. The study's literature review was presented in Chapter 2. It took into consideration past studies and findings in the field of study. Water & sanitation PPP initiatives were the subject of this chapter, which focused mostly on organizational concerns. Global to regional and ultimately home levels were covered by this connection. The theoretical and conceptual foundations were also included in this chapter. Research design; target population; data collecting techniques; sampling process and sample size; reliability and validity of the data collection tools were all covered in Chapter 3 of this study. The results and discussion of the research were presented in Chapter 4. Finally, the discussion of findings, the conclusions, suggestions were discussed in the Chapter 5. In addition, the fifth chapter also provided recommendations suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter highlights the contribution of different literature that the researcher reviewed on the study. It gives an interconnection of the existing studies & research, as well as, their outcomes in comparison to the study conducted by the researcher. This chapter largely focuses on the organizational factors that influence the performance of PPPs Water & Sanitation projects using different water & sanitation projects in Nairobi County, Kenya as the main focus of the study. Further, it explores the theories that guided the study, conceptual framework, knowledge gaps addressed by the study, and a summary of the findings of the literature review.

To determine project performance or measure a project's success, it is necessary to look at how it has benefited its beneficiaries and if its interventions are long-term. The success of a project is generally measured against the overall goals and objectives of the project and in relation to the completion of the project within the stipulated time, scope, quality of services offered and the set budget or costs (Rave, et al., 2022). Even so, project performance may be accomplished by evaluating against appropriate criteria which are; monitoring and evaluating or assessing against established standards or prior performance of comparable projects. If the project is relevant, efficient, successful, and has a positive influence on the beneficiaries, then it should be assessed on a number of components, including these interventions and whether they are long-lasting or not. In this study, the relevance of the PPP was determined by whether or not the project undertakings were in accordance with the goals of the beneficiaries targeted by the project, donors or benefactors of the project.

If the objectives of a project are aligned with the demands of the intended beneficiaries, then the project's actions and outcomes are also aligned with those goals. In this sense therefore, the success of a project is determined by its ability to accomplish its stated objectives and as a consequence of the project, there can be both good and bad influences. Efficiency measures the ratio of inputs to outputs to see whether the project is making the best use of available resources to meet its goals (Chileshe et al., 2022). The capacity of the project's advantages to persist after the project ends is evaluated by performance. It is possible to assess if the performance of a project offers value or improves the effectiveness of the organization by looking at how it affects the intended

beneficiaries and whether it adds any value to their livelihood. Thus, it was determined in this study that quality, time & cost were the most crucial factors in evaluating the project's performance (Verweij & Meerkerk, 2021). In order to be considered high-quality, a project must have all of the characteristics necessary to suit its customers' needs and be appropriate for the intended purpose.

Planning for water & sanitation projects has been heavily criticized for its emphasis on physical building and expanding coverage objectives, but not much attention has been paid to what occurs at the water sources once construction has been completed (Imron et al., 2021). The various literature reviewed on water & sanitation sector have indicated that the performance of rural water & sanitation institutions has been favorably connected with small-scale efforts that retain public engagement. This explains the reason why water & sanitation systems were able to work well if they were designed and implemented with user input in mind. In the Kenyan context, the success of projects has been assessed by quality, stakeholder or customer satisfaction, project cost, punctuality, and the achievement of project objectives. (Rave, et al, 2022) further point out that the measure of success in carrying out the activities of a project depend largely on among other factors the standard of the technical, managerial and organizational performance of the various parties involves in the project, while also taking into account the associated business environment, risk management and economic steadiness of the project. These are among the key factors that this research study will take into consideration while seeking to understand the effect that these factors have on the performance of water & sanitation projects run in Nairobi, Kenya under the PPP setup.

2.2. Performance of Public Private Partnerships Water & Sanitation Projects in Nairobi County

Kenya is one of the countries in Sub-Saharan Africa that benefits from an increase in concession projects that are implemented to tackle economic and social infrastructure challenges related to among other sectors, water, health and sanitation. The World Bank Report of 2022 (International Debt Statistics, 2022) indicates that the Sub-Sahara Africa region saw an increase of \$397 million in debt over the past ten years. This rise in debt in Sub-Sahara Africa, including Kenya was necessitated by the complexity of the growing urban problems in the region, coupled with the declining budgets across the various governments. As such, most public authorities rely a great deal not only on the financing but also the knowledge offered by the private sector in funding and managing projects in different sectors in a bid to drive population well-being and to boost economic growth (Opiyo, 2022).

PPPs are essential in Kenya since they enable the implementation of projects aimed at infrastructure development, just like in the rest of the developing world. Thus, the Kenyan government in association with private organizations and through the PPP entity has assumed quite a number of such projects with the main goal of trying to minimize gaps within the infrastructure development of the country. According to (Njeru & Maingi, 2021) the Kenyan government had undertaken 47 PPP projects in 2021 that were run by different ministries. However, despite the fact that a legal framework was laid forth by the government to oversee the running of PPP projects, there was no policy framework set per-sector that met the needs of that specific sector. This, then might explain the reason despite the numerous PPP projects, both completed and those still running in the country thus far, water & sanitation still continue to be one of Kenya's main challenges especially in the informal settlements in Kenya's capital, Nairobi.

It is not always a guarantee that a project set out to solve a particular challenge will operate exactly the way it was intended or that it will give 100% in terms of performance or any other factor that may be used to measure the success of the project. (Pedo, Kabare & Makori, 2018) observe that a project can fail at any stage in the 'Project life-cycle' for a number of reasons. Thus, part of the strategy employed by the public sector to remedy such failure should address the unique circumstances of the project using the tools, skills, knowledge and techniques employed by both the private and public sectors to generate outputs in the project. However, it would not be possible to address the risks associated with project failure or poor performance if these unique circumstances of a project are not understood to begin with. Thus, this study lays a good starting point as it tries to first analyze and provide an understanding towards the unique circumstances of a project so that these can be manipulated as necessary to benefit the project and improve the performance or ensure success of the project.

While addressing project performance of projects through looking at the success of the project, it is also important to take into consideration the political environment under which a project operates as this can go a long way in dictating whether a project will deliver its intended objectives freely and without hitches. (Baithili, Mburugu & Njeru, 2019) observe the nuance of politics in project success or failure. They further point out that the most important way of managing politics in any project or organization is by building consensus and ensuring transparency, oversight management and oversight in the management of all PPP projects. The factors brought forth by (Baithili, Mburugu & Njeru, 2019) give a highlight of governance structures and regulatory

frameworks employed by organizations in running their projects. Intentional planning and involvement of all project players in an open and organized manner is one way of ensuring that the governing guidelines and policies behind a project are understood right from the beginning. This can further be made clear through the establishment of strong organizational culture and clear communication to ensure transparency and that the goals and objectives of the project are understood by all parties of the project right from the beginning.

2.3. Governance Structures and Performance of Public Private Partnerships Water & Sanitation

Governance structures refer to the measures that guarantee accountability for the conduct of private entities that collaborate with the government in order to provide essential services to the citizenry. Organizations should display strong governance based on solid principles, norms, and cultures, particularly in decision-making processes, with the ultimate goal of establishing openness and liability according to (Motubatse et al., 2017). Building on the study by (Grisaffi et al., 2022) this study confirms that the government is an important player in the running of PPPs because it depicts organizational functions that improve accountability. For successful and efficient governance, the rules of governance require a management team to understand their roles and concentrate on the organization's objective, embrace collaboration with regard to individual contributions, implement control mechanisms, and be transparent.

In PPP projects, the government is entirely responsible for establishing the shared themes of decision-making and accountability. These measures guaranteed accountability for the conduct of private entities that collaborate with the government in order to provide important amenities to the public and ensure that only those amenities needed by the public are delivered. Effective governance as elucidated by (Ingle & Mahesh, 2022) should be shown in organizational structures, particularly in decision making processes, in order to achieve openness and accountability. The depiction of governance is an important signal because it demonstrates organizational functions that promote accountability. Management teams must understand their roles, focus on the organization's mission, embrace teamwork with consideration for individual input, implement control measures, be open and maintain high levels of accountability and integrity in order to achieve efficient and effective leadership and governance.

Great project performance is achieved when risk allocation concerns are addressed to the party

most suited to manage the risk. According to (Kalogeropoulos et al., 2020), good project management requires quick and seasoned solutions to be implemented. Immediate tactics have a direct influence on the distribution of duties and the satisfaction of customers while focusing on the organization's long-term objectives. Openness, efficiency, equality, and effectiveness are mechanisms needed to accomplish successful governance and initiatives. Effective governance of public-private partnerships is described by (Kim & Shin, 2022) as a very difficult endeavor. Governments despise private organizations because they believe they have hidden agendas in PPPs, which drives up the price of PPP agreements.

The structure of governance principles also builds up to the notion of efficient PPP governance because strong governance principles ensure that there are no gaps or loopholes for private entities in PPPs to avoid being accountable to their cause. This includes accountability, acceptable leadership, communication, transparency, inclusion, decision-making, grievance-handling, and an appraisal of the leadership style. (Amovic, et. Al, 2020), state that PPPs "fill a gap" between conventional government procurement and complete privatization. This is an acknowledgement that by the development of PPPs, national governments have diversified the ways of respecting the historical and cultural context of the partnership as well as their governing legislation and the economy. Markets for advanced PPPs have also established PPPs in sectors traditionally handled by the public sector.

Public-private partnership project management structures, such as those studied by (Lima et al. 2021), on the elements that determine the performance of PPPs in the water sector, assert that a public-private partnership project management structure carries the responsibility of administering the functions of a PPP project. This is similar to the way the Kenyan government has also established PPPs with various private entities by providing the general governing rules for the private entities to follow while delivering quality water & sanitation services to the intended citizens or members of the public (Musau, 2020). These studies have focused on governance concerns, but they have not been explicit on the influence that governance structures have on the success of PPPs Water & Sanitation projects, leaving a knowledge vacuum. To address this need, this research concentrated on the influence of committee membership, monitoring and control methods, and assessments on PPPs water & sanitation projects in Kenya. Thus, these factors would help build a picture of the governance structures used in PPPs water & sanitation projects in Kenya and how these governance structures in turn affected the performance of these projects.

2.4. Regulatory Framework and Performance of Public Private Partnerships & Water Sanitation Projects.

In order for PPPs to succeed, the World Bank (2020) recommends that the laws governing these partnerships need to be correctly constructed. To accomplish the expected outcomes, rules and regulations must be reinforced by clarity about socioeconomic developments in the ecosystem. Conversely, (Sergi, et al, 2019) indicate that the success of institutional initiatives is based on the administration of PPPs. All PPP procedures are influenced by the legal framework's supply chain laws and regulations. When it comes to public procurement, a lack of national legislation may be a serious danger and barrier for organizations and corporations. They underlined the need of a transparent public procurement statute and a proper legal process and service supply aided by a cooperative regulatory environment. Regulations need to be put in place to ensure the safety and well-being of persons, as well as to save expenses. The major goal of rules in this was to establish a standard practice that could be used as a measure of quality.

Having good policies in place allows PPPs to run effectively and efficiently without intervention from the political class. As a result of this, both the private organization and the government agency cooperating in the PPP do so with a common understanding that they both need to achieve their shared aim of success. As a result, this set up guarantees that PPPs are well-funded and bolstered with transparency and effective procedures for making choices (OECD, 2017). As long as authorities do not put in place sufficient safeguards, private projects will strive to abuse customers in a monopolistic situation. The goal of PPPs thus is to ensure that the public sector gets value for its money while safeguarding users and consumers of facilities. With frequent communication, all stakeholders should be made aware of this duty and a project design and monitoring and evaluation mechanism should be established to guarantee that mandated service requirements are met.

In an organization, there is a collection of rules and practices that have been established and conveyed in order to organize particular processes. The attributes of PPP projects and the general amenities they provide may suffer if an organization does not have robust rules and processes in place for conducting PPPs. As part of a study on the Southwestern Energy Organization (SWN), researchers (Agbemor & Smiley, 2021) found that the organization's technology for producing, storing, and distributing piped water services in the three project villages it serves posed a risk of failure or underperformance. An analysis of the project found that insufficient rules and processes in the organization were to blame for the organization's risks and failures.

Furthermore, to prevent excessive risks and assure the project's success, the project had to build solid rules and procedures and implement them in their daily operations. The adoption of quality management principles in a project is just as important as rules and procedures in assuring the project's success. All operations and duties that must be finalized to sustain a desired extent of perfection are known as quality management. For example, central authorities may help to build a shared vision for the partnership, establish quality management procedures and define and control milestones, and support frequent dialogues and decision-making processes (Rybnicek et al., 2020). In addition, a well-defined project structure, containing milestones, objectives, and procedures, may help reduce risks. When it comes to public-private partnerships, all parties must work together to build effective quality-control procedures to monitor the PPP's commitments.

A centralized authority is needed to implement laws in long-term PPP infrastructure projects that require a large investment of time and equipment. This lack of attention on the regulatory framework's influence on the success of PPP water & sanitation projects has left a vacuum in understanding the exact influence that regulatory framework has on the performance of PPP water & sanitation projects as stipulated by (Hueskes et al., 2017) and (Agbemor and Smiley, 2021). This research addressed the void by evaluating the effect that regulatory framework has on the performance of PPP water & sanitation projects specifically in Nairobi County, Kenya.

2.5. Organizational Culture and Performance of Public Private Partnerships & Water Sanitation Projects.

There are several gains associated with having a strong organizational culture, which is one in which norms and values are broadly shared and firmly held within the business. A strong organizational culture is also one that is deeply rooted the way in which an organization carries its day to day operations, staff relate with each other and the way resources are handled and utilized an in the organization. In this way, all workers in an organization are able to work together toward the same goal with a similar or shared set of values and beliefs. (Strasser et al., 2021) maintain that a strong organizational culture results from standards of performance and deeply shared core values, which result in better positioning between organization and member objectives as well as greater efforts by workers to achieve them. This is especially true in the setup of PPPs as the private organizations that collaborate with the government to offer services to its citizens need to be well established and to have strong organizational policies to guarantee the success of the intended

projects.

In addition to a common set of values and beliefs, a strong organizational culture is one in which workers are empowered and encouraged to bring about the development and success of the organization. According to (Triguero-Sánchez et al., 2018) in the context of employee engagement, human resources practices have a favorable effect on organizational accomplishment of a project. In this context, it was assumed that personnel had a clear understanding of their positions in an organization, were capable of executing their responsibilities to both the organization and the public, and were able to serve and deliver on the PPP's intended goals. This empowerment and clarity in the roles and responsibilities of the staff in an organization ensure that staff members understand the values that their organization upholds and that they are also committed to the same values as individuals in order to cultivate the best organizational culture for them to work and for their organization to thrive.

Additionally, an organization's culture is influenced by its openness, particularly if the organization collaborates with government agencies in order to serve the general public. An innovative organizational atmosphere may also be created via the influence of cultural factors (Piwowar-Sulej, K. (2021).). An organization's inventive posture may be enhanced in a PPP arrangement, whether the project is intended to provide basic services like water & sanitation to the public or other services, by directing its organizational culture in such a manner as to foster a culture of adaptability or flexibility and outward orientation (Imron et al, 2021). This means that an organization that supports flexibility and external orientation is open to adopting new methods of running its operations and widening innovation in order to better serve members of the public. (Muhammad et al., 2021) also emphasized that it is crucial for organizations to promote an inventive culture by implementing systems that enable the adoption of fresh and progressive ideas. Thus, new product development techniques benefit from an organizational culture that is open to change.

There are a number of trends that organizations all over the globe are adopting today to spur creativity and address the unique requirements of their target beneficiaries while also keeping pace with an ever-changing environment and a burgeoning global population. Public-Private Partnerships (PPPs) have been more popular in recent years, working with the private sector to ensure benefits in providing better access to water & sanitation facilities. A study conducted by

(Strasser et al., 2021) performed an in-depth exploration of PPPs practices, highlighting the effectiveness of important aspects good governance, supporting legislative framework, sustainable economic policy, technical knowledge, open supply chain management, and socio-economic environment which were all identified to be the best practices of these factors in this research.

2.6. Organization Communication Strategies and Performance of Public Private Partnerships Water & Sanitation Projects.

One key aspect in the governance of PPPs water & sanitation projects is the implementation of a good escalation and de-escalation policy, which is also a critical component of successful governance. This ensures that an organization's senior management is able to transmit down important information and get criticism. Organizations need to have a well-defined hierarchy in order to achieve their goals while sticking to other established connections, such as a partnership with the government, to achieve common objectives. However, as noted by (Kwofie, Aigbavbo, and Thwala, 2019), no major research has yet explored the issues surrounding the performance of communication strategies and problems associated with a PPP project to obtain an appreciation that might set about an agenda for enhancement in PPP project execution via improved communication.

Open communication in an organization ensures great collaboration not only among senior & junior management but also all other staff in an organization. Managers have to prepare not just their communication techniques, but also their non-formal procedures for greater organizational performance. This ensures a smooth flow of communication both from top-level management downwards, and from the junior staff upwards. This way the top management ensures that all stakeholders have access to the information they need is essential for effective project communication and that they get the feedback they need from the stakeholders in order to promote the value of services offered. The likelihood that projects will meet their objectives within the allotted time and resources increases when all key stakeholders are involved as a result of good communication (Král & Králová, 2016).

Organizations of all sizes, both big and small, need to communicate effectively. When working with a PPP, it is critical to ensure that both formal and non-formal communication tactics are used equally, particularly in a PPP project offering essential services to the public for example dissemination of water & sanitation services in a metropolitan setting like the Nairobi county.

Organizations may benefit from good communication techniques if they communicate meaningfully and concentrate on outcomes and connections. In Six Sigma initiatives, (Madhani, 2020) showed a strong correlation between open communication and favorable results for the organization.

While conducting research on construction organizations, Wu and his colleagues found that it was critical to improve the desire of workers and teams involved in the projects to communicate effectively and to do so in an efficient manner. (Musah et al., 2017) established that a lack of clear communication is a frequent cause of project disputes. The openness of communication and the simplicity with which information may be transferred are two major mechanisms that information technology can enhance in project contexts, helping to overcome the challenges of geographical distance in information transmission (Jiya, 2019). In all these studies the one thing that stands out the most is the fact that good communication strategies are a key driver of success and improved performance in any setting particularly a PPP project offering essential services to members of the public.

Misunderstandings, interpersonal harm, trust breakdowns, and an increase in antagonism may all be the result of stifled communication. It is possible that poor communication is the result of a plan that has not been properly implemented and this can influence the performance of an organization negatively if not rectified or improved in time. For the implementation of PPP projects to be successful (Chileshe et al., 2022) identified the following five categories of factors: supportive environment for investment; economic strength; reliable technical know-how; adequate human resource and sharing a problem to a group well-equipped to handle it. The research found that successful endeavors are characterized by excellent communication tactics, openness, and effective planning. Collective planning and operational functions; entire belief and sacrifice; appreciation and involvement; and total participation are all foundations of success, according to.

Study after study has focused on PPP projects and the significance of investing in local human resources to accept the responsibilities of management and devising strategies of communication as well as the willingness of all parties involved to compromise in order to have effective PPPs. Researchers have taken a deeper look at the processes that are run internally in PPPs and the influence they have on PPP success. Confidence between PPP partners is critical to ensuring a seamless process and effective collaboration. There is a dearth of research on workers in the

context of PPP reforms, particularly in terms of employee happiness, which is one of the most important factors influencing an organization's success (Lyu et al., 2020). Positive work outcomes and decreased employee turnover are linked to high levels of job satisfaction, and both of these factors aid in the smooth and unimpeded implementation of organizational change.

The use of effective communication tactics by any entity may in turn improve the general effectiveness of its workforce, provide a favorable image for the organization in the marketplace, and foster a feeling of trust among its workers. By increasing employee productivity and ensuring that everyone is aware of their responsibilities, effective communication tactics have a significant impact on the successful completion of any project or company. It is critical that all pertinent information be disseminated across the organization equally and without any gaps. Employees may not be able to conduct their day-to-day duties to the best of their abilities if they lack comprehensive knowledge. Communication between project participants can be made easier by a well-functioning internal communication system, according to (Safapour, et al., 2020). This can go a long way in ensuring that substantial delays and expense overruns, as well as, distortion of data are avoided in a project setting. According to the literature, a project's success depends heavily on effective communication and coordination as a correlation between project success and conflict was established in.

According to (Khurramov, 2021), open communication practices have a considerable beneficial influence on Six Sigma project results. (Wu et al., 2017) found that it is paramount to enhance the desire to communicate clearly and the efficacy of communication techniques across different project teams throughout the project implementation phase of a project. (Musah et al., 2017) found that a lack of clear communication is a common cause of project disputes. Since excellent communication is critical for the success of managers, it may be concluded that this was the case through grasp and awareness of the communication performance difficulties in PPP project execution is essential for PPP practitioners to acquire. These methods, strategies, and decisions could be viewed as a precursor to more effective information and communication integration techniques in PPP project environments and delivery. However, there is a knowledge vacuum since these studies have not focused on the influence of communication strategies for organizations on the success of PPP water & sanitation projects. To address this gap, this research investigated the influence of organization communication techniques on the success of Nairobi County's Public Private Partnerships water & sanitation Projects.

2.7. Theoretical Framework

This section outlined the theoretical framework that was used in the research. McClelland Achievement Theory and Expectancy Theory were used in the research, which are expounded in the following sections:

2.7.1 The Theory of Expectancy

Motivating ourselves is dependent on how much we want something and how probable it is that we will obtain it, according to the expectation theory. Expectancy theory's formal structure was created by Victor Vroom in 1964. This paradigm asserted that the combination of motivation and effort led to performance, which in turn leads to results. In this view, there are three requirements that must be satisfied in order for people to be motivated: There must be a larger than zero correlation between effort and performance, as well as a greater than zero correlation between performance and result. Perceived success is the individual's belief that his or her efforts will lead to a higher level of success. Expectancy is a scale that goes from zero to one with one being the strongest conviction that effort will lead to great achievement.

The individual's expectation that his or her performance will lead to a given result is known as the performance-to-outcome expectancy. The range of this expectation is 0 to 1. Performance to outcome expectation of 1 or near to it indicates a high level of performance-to-outcome correlation. People's actions have an effect on their outcomes. In the workplace, a person might encounter a wide range of experiences. A person's level of desire for a given result is measured by its valence, which is assigned to each outcome. A person's desire for a result has a positive valence. A negative value is assigned to a result that the subject does not want. The valence is 0 if the person is uninterested in the result. Using Porter and Lawler's fundamental expectation model, they suggested that great performance may lead to high levels of contentment. In the event that a person's efforts and level of performance are rewarded with multiple extrinsic and intrinsic benefits, the individual assesses the equity of these diverse benefits. The person is content if the benefits received are commensurate with the amount of work put in and the degree of project achievement achieved.

People involved in projects or programs must be motivated and anticipate a result at the conclusion of their work; this is common in an organizational context. To better serve the people they rule and accomplish a better end result than what they would have done if working alone, public and

private institutions develop partnerships in order to improve the intended outcomes of their operations. When it comes to PPPs, the public sector brings in its governance and oversight as well as resources required to support the initiatives the private sector conducts. To better comprehend the expectations of both commercial and governmental entities in Kenya's Water & Sanitation initiatives, the researcher will use the expectancy theory.

2.7.2. McClelland Achievement Theory

Achievement theory states that people are motivated by their desire to achieve (Rad & Levin, 2003). People that are driven to succeed have extra characteristics such as personal ambition and a desire to be the best at what they do. People who are motivated by success are more inclined to set specific objectives and chart a route to reach those goals. Because a person who is self-motivated is able to accomplish and operate effectively both alone and as part of a team, they are able to do so. When working with someone who is motivated by affiliation, the project manager's role is to assign project work that inevitably requires collaboration or teamwork with others and to create a project atmosphere based on shared goals and team support.

To McClelland, the capacity to control and manage objectives, directions, or choices is the driving force behind his desire for power. As a result of their want for power, people who are driven by this desire are attracted to a wide range of settings, from risk assessment and competitiveness to a general need for recognition or praise. An individual's desire for power will naturally encourage him or her to seek out leadership roles (Rad & Levin, 2003). Most people who want power go into occupations that allow them to exert some degree of influence.

The researcher was able to clearly understand the motivations and forces that lead public and private entities to interact by applying this theory to the context of this investigation. As a result, both the public agency and the private organizations with which it collaborates aim towards the same goals. In this situation the Kenyan government & the various private Water & Sanitation service providers both share a common goal of their Water & Sanitation projects in Kenya to improve the livelihoods of Kenyans by developing and managing sustainable water, sanitation and hygiene.

2.8. Conceptual Framework

Analytical tools such as conceptual frameworks may be used in a diversity of means, depending on the study and its variables. In this study, a conceptual framework was used to draw conceptual

differences and to arrange the different concepts that the study endeavoured to analyse. Here, the link between the dependent and independent variables was demonstrated. Performance of Public PPPs water & sanitation projects is the DV in as illustrated in figure 2.1. Organizational culture, governance structures, regulatory framework & organizational communication strategies were among the independent factors studied to determine their effect on the dependent variable.

Independent Variables

Dependent Variables

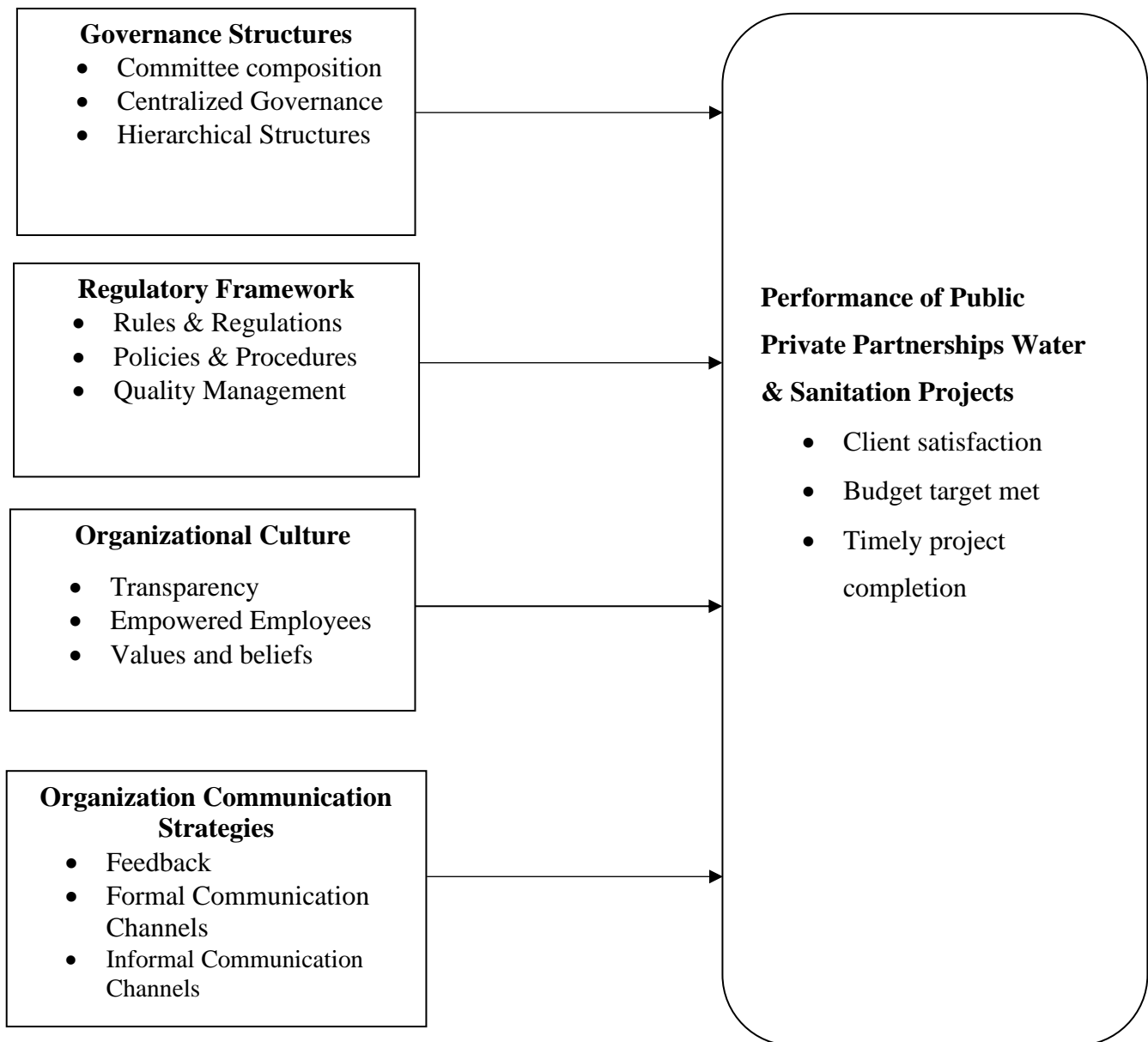


Figure 2.1: Conceptual Framework

2.9. Knowledge Gaps

PPP water & sanitation projects include a wide range of organizational characteristics that might affect their success, according to the research studied. Studies on the success of PPPs Water & Sanitation projects have been conducted to explore approaches to ensure the transition from short-term plans to long term self-sustainable initiatives. Projects related to water & sanitation have no data or information on their design or execution. Table 2.2 illustrates the research gaps that need to be filled.

Table 2.1. Knowledge Gaps

Author	Variable	Title	Findings	Knowledge gap	Focus of the Study
Sergi et al., (2021)	Regulatory Framework	Public–Private Partnerships as a Mechanism of Financing Sustainable Development	The study found that the factors included expertise in project management, candid and profound regulatory framework, and commitment to a comprehensive feasibility study,	The study focused on Critical Success Factors of PPP projects without necessarily having a special focus on the water & sanitation projects which is the key area of focus in this study.	The study will fill the gap by explore the organizational factors that affect of successful performance of PPPs water & sanitation projects in Nairobi County
Imron et. al.	Organizational Culture	Effect of Organizational Culture on Innovation Capability Employees in the Knowledge Sharing Perspective: Evidence from Digital Industries.	Public private partnerships regulatory layout forms the basis of success of institutional programs.	This study differs from present study since it analyzed factors influencing performance of public-private partnership without being specific on the particular public-private partnership project.	The research study will fill the gap by investigate the organizational factors influencing the PPPs water & sanitation projects in Nairobi County
Lam & Yang (2020)	Governance Structures	Factors influencing the consideration of Public-Private Partnerships (PPP) for smart city projects: Evidence from Hong Kong	The findings of this study demonstrated that the most notable impediment to the effective execution of PPP projects is among other factors; lack or shortage of qualified and professional staff, a deficit in institutional capacity for effective implementation of PPP, inadequate legislative structure, unclear PPP initiation procedures and lack of government instituted PPP policies and strategies.	The research established an hypothesis which clearly revealed the fact that the four critical success factors that the study focused on were of key importance in instituting a sustainable PPP in adjustment environment.	The outcome of this study will offer new scientific knowledge for both the private and public entities, as well as, business & scientific and communities on the significance of factors that impact the success of PPPs in transition countries.
Kwofie et al. 2018	Communication	Communication Performance	The results of this study divulged the	One of the main challenges that	The findings of this study are a

	Strategies	Challenges in PPP Projects: Cases of Ghana and South Africa.	fact that there are specific challenges in the performance of communication are isolated to PPP project environment.	affect the performance of PPPs are non-uniformity in communication and information strategies. This is a notable challenge coupled by the fact that clear and effective communication is crucial to the success of both the management and performance of PPP projects. This study give insight to communication performance challenges that is extremely useful in the effective planning and implementation of strategies towards project communication primarily in construction projects. Thus, it outlines the importance of procuring protocols and mechanisms that are suitable for PPP project environments.	precursor for the development of effective & demonstrated communication tools, protocols, systems and behaviors to enhance the facilitation of communication & information flow with the aim of conquering information differences and consequently upgrading the aspects of communication roles and outcomes in the delivery of PPP projects.
Dawura & Smiley (2021)	Governance Structures	Risk factors and mitigation measures in public-private water sector partnerships: lessons from the Asutifi North District, Ghana	This study focused on the partnership that was established two bodies that have been successful in the requisite and comparative levels of PPP projects in Ghana. The study	The research acknowledged the fact that risk evaluations are in most cases conducted productively in the course of the pre-contract phase of PPP water projects	The research upholds that the inclusion or exclusion of procedures aimed at either minimizing the probability of these risk factors occurring or

			<p>established that as much as there are significant areas of improvement that prevail in the water and sanitation related PPPs, but that these can be established & alleviated in the course of the project design level.</p>	<p>when the management is still working on the notable project decisions. The study holds that risk features during the initial service execution period of any project ought to be reviewed avidly and the management in charge of the project should propose measures to mitigate any potential influences that such risks might have to the project in the future.</p>	<p>mitigating their influences is of paramount importance to the future performance of PPPs.</p>
Rybnicek et al. 2020.	Organization Culture	Risks in Public-Private Partnerships: A Systematic Literature Review of Risk Factors, Their Influence and Risk Mitigation Strategies	Establishing contracts as one of the measures to mitigate & manage risk factors in PPPs is of great influence to the performance of the PPPs.	The conclusion of this study offers a cross-sectional view & standpoint and also fills the gap between theoretical research and actual implementation of PPP projects.	This study offers a key contribution to both research and managerial practices through the presentation of literature assessment on the risks of PPPs that is not bound to specific sectors.
Safapour et al. (2020).	Communication Strategies	Analysis of Effective Project-Based Communication Components within Primary Stakeholders in Construction Industry	The results of this study established that bureaucracy, location and targets of projects, as well as, their collaborations have an effect on the aspects of internal communication among different organizations.	Project features that have an influence on traits of internal communication considerably were pinpointed via other reviewed literature.	The inference of the study act as a guide to project managers on the efficient allocation of resources to their projects, as well as, adoption of proactive strategies that prevent and reduce instances of miscommunication

					n and the unintended consequences of the same.
Lyu et al. (2020)	Organization Culture	Public-Private Partnership and Worker Satisfaction: A Case Study of Sanitation Workers in H-City, China	The study established that motivation and transition are some of the elements that affect the satisfaction of staff in PPP projects and that transformation in projects may allow for an easier process of change, transformation & improvement of services of offered by PPP projects.	The results of the study suggested that projects should conduct more open & adaptable management systems in order to offer more attention to enhancing workers and to enhance their job satisfaction.	The findings of this study contribute greatly to the literature and offer practical inferences for future endeavors to upgrade the execution of services in the public sector.

2.10. Summary of Literature Review

A review of previous research studies was highlighted in this chapter to indicate the organizational aspects that influence the efficacy of PPPs water & sanitation projects. According to the chapter's goals, it was separated into four parts. Structures of governance, legal framework, corporate culture, and methods of communication all fell under this category. Studies referenced in this literature review mostly focused on projects. The PPPs Water & Sanitation initiatives are influenced by governance structures, legal frameworks, corporate culture, and communication techniques. However, when it comes to the PPPs Water & Sanitation projects, these concerns were only marginally considered. By examining the organizational elements that influence the effectiveness of PPPs water & sanitation projects, this research will fill in the vacuum.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter outlined the various phases and procedures that were adhered to in conducting the study. This was inclusive of the design employed to collect, measure and analyze data. The specific subsections include; target population, research design, procedures for data collection, techniques for data analysis, instruments utilized in the collection of data, ethical matters related to the study and lastly operationalization of the variables.

3.2. Research Design

A mixed-methods approach was employed in this investigation. Using a blend of qualitative and quantitative data in a single study is known as a mixed method research design. This approach is used to better understand how the two forms of data interact with the research topic (Ahin & Ztürk, 2019). Utilizing this approach made it possible for the researcher to gather data on the state of the study subject using both quantitative and qualitative data collecting approaches. Mixed method research allowed the researcher to identify and report on the way things are done using the qualitative research technique, as well as define phenomena in terms of attitude, values, and characteristics via the use of the mixed method study design. It also made it possible for the researcher to conduct a cross-sectional descriptive survey, in which a sample of people is interviewed or a questionnaire is administered (Huntington-Klein, 2021). The Cross-sectional descriptive survey method allowed the researcher to collect data from the participants of the study based on their experiences and conditions at their time serving PPPs Water & Sanitation projects and the data from the study will be applicable to that moment in time.

This method is feasible for the study as it helps illustrate the correctness of people's profile events and scenarios. This approach was a good fit for the research as it involved a mixed method study design, narrow questions, quantitative data collection from respondents, and statistical analysis of these numbers were applied (Ahin & Ztürk, 2019). The quantitative half of the mixed techniques entailed the gathering of numerical data that could be analyzed statistically, while the qualitative component relied on the responses of the respondents to get information. To conduct an investigation, it was necessary to ask open-ended questions and analyze the replies to identify common patterns. However, one set back of this method is that because it relies so much on the subjective opinions and sentiments of the respondents, it is susceptible to prejudice (Huntington-

Klein, 2021).

3.3. Target Population

The term "population" refers to the total number of persons or products (the unit of analysis) having the desired characteristics. There are a wide variety of entities that may be studied as a unit of analysis. These include individuals, groups, organizations, countries, objects, and so on (Hanif et al., 2018). Staff from several water & sanitation projects in Kenya were the primary focus of this research. Managers, project officers, and supervisors with prior experience managing PPP projects and programs comprised the majority of the study's participants. A total of 1760 staff members of the projects were included in the entire target population. The results are provided in the tables (3.3 and 3.4).

Table 3.2. Target Population According to Organizations

Institution	Managers	Supervisors	Project Officers	Total
The Nairobi City Water & Sewerage Organization	19	33	186	238
Water Resource Management Authority	24	47	16	87
Water Services Regulatory Board	18	23	17	58
The Water Services Board	9	16	32	57
Trust Fund for Water and Sewerage Services	14	26	46	86
Association for Water Resources	13	4	7	24
Providers of Portable Water	16	34	113	163
Athi Water Organization	16	3	13	32
The Runda Water	9	13	22	44
Two Rivers Water and Sewage Services Limited	8	17	29	54
Water and Sanitation Corporation of Tatu City	9	5	44	58
Nairobi Water, Sanitation, and Hygiene Project Initiative in Kenya	40	145	90	275
German Development Cooperation	17	26	73	116

Sustainable Water and Sanitation in Africa	5	12	34	51
World Waternet-WaterWorX Project	1	9	36	46
Nairobi Satellite Towns Water and Sanitation Development Program	2	4	21	27
Nairobi City Water Distribution Network Modifications Project	1	17	45	63
Financial Inclusion Improves Sanitation And Health In Kenya	8	7	3	18
Nairobi Sanitation Project	2	11	7	20
Mashimoni Water and Sanitation Project-2	4	15	23	42
Kibera: Integrated Water Sanitation and Waste Management Project	6	19	37	62
Kiambu Water and Sanitation	3	11	26	40
OBA Fund for Urban Water and Sanitation	2	2	7	11
TOTAL	251	518	991	1760

Source: WASREB, 2018

Table 3.3: Target Population Breakdown According to Job Levels

Population	Frequency	%age
Managers	251	14%
Supervisors	518	29%
Project Officers	991	57%
Total	1760	100

Source: WASREB, 2018

3.4 Sizing of the Samples and Sampling Methods

Sample size, sampling procedure, and study selection were all detailed in this section.

3.4.1. Sample Size

A sample refers to a subsection of a larger population that may be accessed (Hanif, Shabhaz & Ahmad, 2018). The sample size used in the study was computed using the method published by Taro Yamane (1973). Water & Sanitation PPPs (WASREB) portal was used to identify the

organizations that participated in this research from the overall list of organizations participating in these PPPs.

$n = N / (1 + N \cdot e^2)$ according to the Yamane (1973) formula (e) 2

When the sample size is n

Number of people in an area: N

e = the permissible sampling error of 7% with a 93% level of confidence

Thus; $n = 25 / (1 + 25 \cdot (0.07)^2)$

n equates to 24.

Table 3.4 displays the results of the study, which included 24 different organizations.

An estimate approach was utilized to further identify the number of organizations (both public and private) that would be chosen for the research from among a total population of 25 organizations. Eight public water and sanitation entities as well as 16 private organizations emerged as a result of this research.

Table 3.4: Sample Population of Public & Private Organizations

Population	Frequency	Percentage	Sample
Public Organizations	9	38%	8
Private Organizations	16	62%	16
Total	25	100	24

WASREB, 2018

To get a sample of responses from the 24 organizations mentioned above, the same procedure was utilized.

Sample size may be calculated using the Yamane (1973) formula: $n = N / (1 + N \cdot e^2)$

The sample size is n

At a 93% confidence level, e = the tolerable sampling error (7%) of the population.

Thus, $n = 277 / (1 + 277 \cdot (0.07)^2)$

N is equal to 277 staff members

Table 3.6 shows that the study's sample was comprised of 277 respondents.

Table 3.5: Sample Population of Managers, Supervisors & Project Officers/Officers

Population	Frequency	%age
Managers	39	14%
Supervisors	80	29%
Project Officers	158	57%
Total	277	100

Source: WASREB, 2018

3.4.2. Sampling Procedure

Sampling refers to the procedure of designating the individuals set to take part in a study. This procedure should be indicative of the entire population. Thus, sampling involves the method of selecting a small group from an entire population to take part in the study. This research study employed the stratified sampling technique which is a procedure that falls under probability sampling. This procedure involves the researcher sub-dividing the total population into various smaller groups, then randomly selecting the eventual respondents in proportion to the different strata. The of basis choosing this sampling method was owing to the fact that it gave the researcher the ability to sample even the most inaccessible as well as the smallest smaller groups in the population representatively. This method enabled the researcher to collect samples for the study from the unique extremes of the targeted population. From the probable target population of 26 organizations, stratified random sampling was utilized to select a total of 24 organizations.

The organizations were then separated into two categories: public and private, using stratified sampling as before. It was estimated that there were nine public organizations and sixteen private organizations, based on the percentage approximation approach. It was then separated into senior level management, middle management, supervisors and project officers for the survey responses. Random sampling was then used to choose a subset of the whole population as a test population. A total of 1760 employees were surveyed, and a sample of 277 respondents was chosen at random.

3.5. Research Instruments

Primary data was obtained via the use of a questionnaire as the data collection instrument. (Huntington-Klein, 2021) describes questionnaires in terms of questions and other prompts that are used to gather information from participants of the study. The questionnaire has the benefit of being simple to keep track of while administering questions to the respondents. In contrast to

telephone interviews and personal surveys, questionnaires eliminated bias since the opinions of researchers do not influence participants in responding to questions in particular ways. The main data was gathered via a semi-structured questionnaire. Both close and open-ended questions were used to maximize data collection, ensuring both qualitative and quantitative information was gathered. Foreground data and research questions were included in the same questionnaire section. Sections were added to the research questions section based on the study goals.

In order to get a sense of how strongly respondents felt about the statements used for data collection, the questionnaire utilized a five-point Likert scale. For this study, the Likert-Scale was used to measure how strongly a respondent agreed or disagreed to a statement or question (Moroney & Cameron, 2020). The researcher used the Likert-Scale to determine the frequency of replies, the chance that respondents would pick a given response, as well as, the quality and relevance of those responses, all thanks to the participants themselves.

3.6. Piloting of Research Instruments

Piloting aids the researcher in developing a grasp of the notion of the persons being questioned by conducting interviews. The aim of the pilot study was to determine if the participants shared the researcher's comprehension of the questions and could therefore provide the necessary data. No device, no matter how well-designed, can be relied on to provide 100% accuracy every time. Piloting is essential since it helps determine the dependability of the data collection instrument to be used in a study (Moroney & Cameron, 2020). Twenty people were picked to participate in this study, but they were not selected as part of the study's overall sample size. When the questionnaire was piloted, it was delivered to a group of people who were not part of the sampling groups, but who had comparable features.

The pilot research was carried out in Makueni County. The selection criteria were based on the fact that Makueni County is one of the nine Kenyan counties covered by PPPs Water & Sanitation projects, despite its lower population. For the pilot research, 20 respondents from the Kibwezi-Makindu Water and Sewerage Organization, Wote Water and Sewerage Organization, and Mbooni Water and Sanitation Organization were selected. This sample was typical of those who took part in the main research since they had experience with PPPs Water & Sanitation projects and were familiar with their performance. The pilot study in Makueni helped refine the interview questions for the most accurate replies possible since they gave a near representation of what to anticipate

while performing the main research in Nairobi. The piloting phase played an essential role in verifying the applicability, clarity, relevance, and appropriateness of the material and language used by the respondents.

3.6.1. Validity of Research Instruments

Validity implies the magnitude to which an instrument measures what it intends to evaluate. It is the accuracy and significance of deductions, which are based on the research results correctness and significance (Gobbens & Uchmanowicz, 2021). Material validity is usually accomplished by specialists in the area of projects by conducting an examination of the content. The extent to which an instrument assesses a theoretical notion accurately is known as content validity. In this study, the test items and questions were rated on their ability to accurately assess certain qualities or variables. Using this model, a qualitative measurement, rather than a statistical one, was adopted for content validity. To assess the validity of the data collection instrument utilized in this study, two groups were selected by the researcher. One category was asked to decide what idea the instrument is seeking to assess, and the other category was asked to indicate if the collection of information correctly reflected the topic under investigation. Even though content validity is a difficult concept, its qualitative character makes it a particularly accessible evaluation of the study topic.

3.6.2. Reliability of Research Instruments

Research methods that provide consistent results are known as reliable, and this relates to the degree to which a test can accurately assess a certain variable. How reliable a test is depends on how many times it may be used to provide the same results (Mueller & Knapp, 2018). Test-retest was used to ensure the validity of the results. This required giving identical instruments to the same respondents repeatedly through a set period of time. As a result, a follow-up test was conducted on the topic to verify its stability. Data from previous responses was examined for consistency and comparison. The reliability coefficient was calculated using a correlation matrix based on piloting responses. Cronbach's Alpha Coefficient, a measure of internal coefficient, was employed to ascertain the instrument's reliability.

The outcomes of the research were influenced by a variety of variables, including the emotions of the respondents and the environmental settings in which they were able to reply. Retest reliability was used to evaluate how well the approach stood up to these influences over time. The better the test-retest reliability, the more insignificant the disparity between the two categories of findings.

The same assessment was administered twice to the same set of participants in order to assess test-retest reliability. The relationship between the two categories of findings was then calculated. There is a widely acknowledged rule of thumb that indicates a degree of dependability between 0.6 and 0.7 is adequate and 0.8 or above is excellent. However, the greater the number, the more likely it is that the data is redundant.

Using this procedure, the researcher established that the reliability coefficient of the data collection instrument used was 0.6, as calculated by employing the Cronbach's Alpha Coefficient. This offered the indication that the data collection instrument used was reliable to provide accurate data for the study.

3.7. Data Collection procedure

The first step in the data gathering procedure was gaining NACOSTI's approval to carry on to the field of collect data for the study. To begin the data collection process, the researcher submitted a formal request to NACOSTI together with the appropriate fees and waited for approval from NACOSTI. The full data collection procedure was expected to take between three and four weeks. In order to gather data, four research assistants (RAs) were employed. The researcher sought for RAs who had previously worked with data. The RAs were given a one-day training session on how to gather data. It was the responsibility of every RA in the study to distribute questionnaires to the appropriate respondents in each organization and collect completed questionnaires before delivering them to the researcher. The RAs took a total of 4 days distributing questionnaires to the chosen respondents.

In accordance with COVID-19 guidelines, RAs were urged to send surveys to respondents, who had two to three weeks to reply and email the questionnaires back in. In order to identify the available/selected respondents and collect their contact information, however, researchers had to first visit the organizations selected to participate in the study. The surveys were printed out for those respondents who were not comfortable revealing their contact information owing to privacy concerns or those who preferred to fill out the questions manually. Following completion of the surveys, the RAs collected the hard copies for processing, since sending the hard copies would have required more time than just collecting them physically. The questionnaires were then collected from the respondents in two weeks by the researcher. Phone calls and emails were also used to maintain track of the data gathering process in each organization.

3.8. Data Analysis Techniques

Qualitative and quantitative data were assessed for the research. SPSS was used to enter and evaluate the acquired data. Using SPSS' descriptive statistics tool, the researcher calculated the mean and standard deviation from the quantitative data and then displayed it as tables, frequencies, and percentages. Descriptive statistics were utilized in an effort to offer quantitative descriptions in a more comprehensible manner. As a result of this technique, the researcher was able to make sense of vast volumes of data. There are a number of descriptive statistics used to simplify a large amount of data through presenting the results in frequency tables, correlation matrices, and other visual forms. For this study, the researcher used frequency tables to present the results of the data collected.

SPSS's content analysis capability was used to examine the words and observations that made up the qualitative data. In order to characterize and quantify certain occurrences, content analysis offers a systematic and objective approach for making accurate conclusions from spoken, visual, or written data. Using this strategy allowed the researcher to identify specific themes, phrases, and settings in the qualitative data. It also permitted the researcher to measure and scrutinize the presence of links among the various themes, phrases and ideas.

3.9. Ethical Consideration

The University of Nairobi granted the researcher the go ahead to carry out research. The National Commission for Science, Technology, and Innovation (NACOSTI) granted the researcher permission to gather data for the study. An outline of the research was provided to the participants, and they were free to select whether or not to participate in the study. The researcher, as well as, the research assistants informed the participants that their information would be utilized solely for academic reasons and their identities would not be disclosed. In addition, none of the respondents was pushed to engage in the research and none of them was coerced to participate in filling out the questionnaires. The researcher kept her end of the bargain and solely sought for accurate data.

3.10. Operationalization

In operationalization of research variables, the different variables considered in the study are reduced to quantifiable values via the process of operationalization. Fuzzy notions may be assessed practically and statistically via this procedure. Researchers can explain how each concept/objective is measured, observed, or manipulated in the study, allowing them to translate theoretical and

conceptual variables of interest into particular processes or operations that in turn determine the meaning of the variables (Moroney & Cameron, 2020). The data obtained for the study was organized in a table to display the precise indicators that would be utilized to reflect each of the research goals. For each objective and its indicators, the researcher utilized the operationalization table to determine the appropriate measurement scale, the instruments of data analysis to be employed, and the kind of statistical analysis to be used for the acquired data.

The study's dependability was improved by operationalizing variables in this manner, which lessened the role of subjectivity. It was also able to measure all of the study's objectives in the same way because of operationalization. As it gives a consistent technique to gathering data without leaving opportunity for subjective or personal interpretations of replies, it helped to enhance objectivity in research. In addition, it emphasized empiricism since the research was a scientific one that measured results based on replies from participants in the study. It was done in this manner because operational definitions were utilized to break down the intangible notions in the research into qualities that can be assessed to offer definitive conclusions (Huntington-Klein, 2021).

Table 3.7 shows the operational explanations of variables that will be employed in this study.

Table 3.6: Operationalization of Variables

Objective	Type of indicator	Indicators	Measurement scale	Tools of data Analysis	Type of Analysis
To establish the influence of governance structures on performance of Public Private Partnerships Water & Sanitation projects in Nairobi County, Kenya	Independent	Committee composition Centralized Governance Hierarchical Structures	Interval	Frequency, percentage, mean and standard deviation	Descriptive statistics.
To assess the influence of regulatory framework on performance of PPPs water & sanitation projects in Nairobi County, Kenya	Independent	Rules and Regulations Policies and Procedures Quality Management	Interval	Frequency, percentage, mean and standard deviation	Descriptive statistics.
To determine the influence of organizational culture on performance of PPPs water & sanitation projects in Nairobi County, Kenya	Independent	Transparency Empowered Employees Values and beliefs	Interval	Frequency, percentage, mean and standard deviation	Descriptive statistics.
To find out the influence of organization communication strategies on performance of PPPs water & sanitation projects in Nairobi County, Kenya	Independent	Feedback Formal Communication Channels Information Communication Channels	Interval	Frequency, percentage, mean and standard deviation	Descriptive statistics

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

An elucidation of the data collected during this study is presented and interpreted in this chapter. The interpretation of the data are offered in two parts: data presentation and data analysis. According to the study goals, the researcher divided this chapter into sub-headings: To determine how governance structures influence Public Private Partnerships water & sanitation projects in Nairobi County, Kenya. To decide the effect of regulatory framework on PPP water & sanitation projects in Nairobi County; To assess the effect of organizational culture on Nairobi County, Kenya's Public Private Partnerships water & sanitation projects; To discuss the influence of organizational communication strategies on Nairobi County, Kenya's Public Private Partnerships water & sanitation projects.

Explanations and interpretations of the findings have been provided with each table of the frequency distribution data in order to provide additional context for further analysis and to help with understanding of the research results, which have been published in between each table.

4.2 Questionnaire Return Rate

PPPs water & sanitation project personnel were sent 277 questionnaires, of which 217 were returned. Thus, 78.3% of the registered PPPs water & sanitation project workers returned their filled questionnaires. Owing to the fact that the researcher and their RAs administered the study instrument themselves, they were able to get such a response rate. Research in the social sciences should have a response rate of at least 75%, according to (Lawrie et al., 2021), the return rate of the study was acceptable.

4.3 Demographic Information of the Respondents

As categorical variables, demographic factors may provide some basic information about respondents. The research looked at the age, gender, greatest educational level, and the period in which PPPS water & sanitation initiatives have benefited the respondents.

4.3.1 Distributions of Respondents by Age

The study also aimed at determining the age of the participants as a consequence of the fact that younger people are thought to hold junior management and support positions, whereas older people are thought to hold senior management positions, and thus respondents were requested to

specify the age brackets they fall into. Table 4.8 displays the findings.

Table 4.7: Distribution of Respondents by Age

Age Brackets	Frequency	%
18-30 years	27	12.33
31-40 years	96	44.33
41-55 years	63	29.00
Above 55 years	31	14.33
Total	217	100.00

Table 4.8 reveals that there were 217 people that took part, with 12.33% of them being aged 18-30 years, 44.33% being 31-40 years, and 29.00% being 41-55 years old, respectively. There were 31 people above the age of 55 (14.33%). More than half of those polled (123, 56.68%) were between the ages of 18 to 40, and consequently, PPPs water & sanitation projects have to perform consistently in order to maintain the high response rate from this age group..

4.3.2 Distribution of Respondents by Education Level

The researcher wanted to learn more about the respondents' educational backgrounds. As a consequence, the ability to participate and make choices in water & sanitation projects may be influenced by PPPs Water & Sanitation projects based on educational attainment. Table 4.9 shows the findings of the survey, which asked respondents to declare their degree of education.

Table 4.8: Level of Education

Level of Education	Frequency	%
Primary	10	4.67
Secondary	139	64.00
Tertiary	68	31.33
Total	217	100.00

10 (4.67 %), 139 (64.00 %), and 68 (31.33 %) of the 217 individuals who participated in the survey achieved elementary education, secondary education, and higher education, respectively. Most PPPs in water & sanitation have competent employees with secondary and higher education,

allowing them to understand how to deal with the government and execute water & sanitation projects in partnership with them.

4.3.3 Distribution of Respondents by Period of Water & Sanitation from PPPs Water & Sanitation Projects

Other questions included how long respondents had worked on PPPS projects providing water & sanitation. As a result, their expertise, experience, and contribution to the water & sanitation projects they work on may be influenced by Public Private Partnerships water & sanitation projects because of their time in the water & sanitation field. Table 4.10 shows the results of a survey in which respondents were asked to specify how long they had been working with the different water & sanitation projects.

Table 4.9: Period the Respondents have worked in water & sanitation projects

Period of water & sanitation	Frequency	%
0 - 11 months	4	2.00
1-3 years	155	71.33
3-5 years	49	22.67
More than 5 years	9	4.00
Total	217	100.00

A total of four respondents (2%) worked for water & sanitation projects for less than one year, 155 (71.33%) had been involved in water & sanitation projects for between one and three years, 49 (22.67%) had been involved in water & sanitation projects for between three and five years, and nine (4.00%) had worked for water & sanitation projects for more than five years. This suggests that they were well-versed in the water & sanitation projects of the Performance of PPPS water & sanitation.

4.4 Influence of Governance structures on Performance of PPPs Water & Sanitation Projects

As the initial goal of the research study, it sought to discover how much respondents believed that governance systems affect public-private partnerships in Nairobi County Kenya's water & sanitation programs.

4.4.1 Likert Scale Results of Governance Structures on Performance of PPPs Water & Sanitation Projects

Respondents were requested to assess the strength of their support for every statement on a scale of 1-5, where; 1=no support at all, 2=little support, 3=moderate support, 4=strong support, and 5=very strong support. Table 4.11 shows the summary of the participants' responses.

Table 4.10: Relationship between Governance structures and PPPs Water & Sanitation projects

Statement	F	%	F	%	F	%	F	%	F	%	M	SD
The partnership and governance arrangements are well-supported. The committees tasked with overseeing private-sector partnerships have a well-balanced makeup.	14	6.67	18	8.33	25	11.67	187	40.00	73	33.64	3.85	0.25
The PPP's efficiency is ensured by the government's centralization of governance & the PPP has a well-established hierarchy to govern reporting and job allocation.	1	0.46	7	3.22	29	13.36	103	47.46	77	35.48	4.14	0.13
Water & sanitation initiatives in the region are constantly reviewed by the authorities in the area.	2	0.92	2	0.92	14	6.45	75	34.56	124	57.14	4.45	0.19
Composite Mean and Standard Deviation											4.15	0.19

Of the 217 people who took part in the study, 14 (6.67%) said no, 18 (8.33%) said little support, 25 (11.67%) said moderate support, and 187 (40%) said strong support, while 73 (33.64%) said a very strong support about whether governance structures are strong and support partnerships and the composition of the committees concerned with PPPs are balanced. In all, this yielded a SD of 0.25, which is higher than the compounded SD, but a lower mean of 3.85. Compositional mean is bigger than governance structure's average mean. This suggests that the PPP water & sanitation projects are not influenced to a great extent by their governance structure.

Out of the 217 individuals who participated in the survey, 1 (0.46%) claimed that centralizing government oversight does not promote efficient PPP project management; 7 (3.22%) said that it does a little; 29 (13.36%) said that it moderately does; 103 (47.46%) said that it strongly does; and 77 (35.48%) said that it very strongly does. Thus, we have a mean of 4.14 and 0.13 SD that are both lower than the composite mean and SD, respectively (4.15, 0.19). The composite mean that

is greater than the centralized government's average. Consequently, and based on the responses from the data collected, the performance of PPPs in water & sanitation are not affected largely by centralized control.

More than half of 217 participants in the study said that leaders in the area constantly review their performance in relation to water & sanitation projects in the area to varying degrees, with 2 (0.92%) saying not at all, 2 (0.92%) saying a little, 14 (6.45%) saying moderately, 75 (34.56%) saying strongly, and 124 (57.14%) saying very strongly. In all, this yielded a standard deviation of 0.19 and a mean of 4.45, which is higher than the compounded mean. The compound mean is lower than the mean of regular performance evaluations. This therefore implies that the performance of PPPs water & sanitation projects is largely affected by continuous performance evaluations.

4.4.2 Correlation Analysis of Governance Structures on Performance of PPPs Water & Sanitation Projects

The Pearson product-moment correlation mode of statistics was employed to determine the strength of relationship between governance structures & the performance of PPPs water & sanitation projects. This coefficient of correlation ranges from +1 to -1 with 0 signifying no relationship between the two variables at all, while +1 shows a positive correlation between the two variables while -1 is indicative of a negative correlation between the variables (Damanik et al., 2022).

Table 4.11: Correlation Analysis of Governance Structures on Performance of PPPs Water & Sanitation Projects

		Performance of PPPs	Governance Structures
Performance of PPPs	Pearson Correlation	1	
	Sig. (2-tailed)	0.006	
Governance Structures	Pearson Correlation	.760**	1
	Sig. (2-tailed)	0.001	

** Correlation is considered to be of significance at the 0.01 level (2-tailed)

This demonstrates that there is a strong and positive correlation between governance structures & the performance of PPPs water & sanitation projects in Nairobi.

4.4.3 Regression Analysis Results of Governance Structures on Performance of PPPs Water & Sanitation Projects

A regression model was employed to describe the study's characteristics is shown in table 4.13.

Table 4.12: Model Fitness for Governance Structures

R	R Square	Adjusted R Square	SD. Error of the Estimate
.70 ^a	.763	.760	0.006

Performance of PPPs water & sanitation projects judged Governance Structures to be a good variable. The coefficient of determination, or R square, was found to be 76%. When it comes to Performance of PPPs water & sanitation, governance structures account for 76% of the variance. Furthermore, the findings indicated that the model used to connect the variables was adequate. The relevance of measuring the p-value demonstrates the magnitude of link between the independent and dependent variable. In the event the significant number is lower than the critical value or the probability value (p); statistically set at 0.05, then the inference would be that the regression model employed is consequential in highlighting the connection; otherwise the regression model would be considered insignificant.

Table 4.14 highlights the findings on the analysis of the variance (ANOVA).

Table 4.13: ANOVA for Governance Structures

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	36.306	1	36.306	20.844	0.000003
	Residual	376.272	216	1.742		
	Total	354.263	217			

The findings of the study demonstrated that the regression model employed was statistically significant. The results of the study also show that the independent variable was an excellent indicator of PPPs water & sanitation performance. An F statistic of 20.844 and a reported p value of 0.000003 supported this conclusion, which was less than the customary 0.05 significant threshold of significance. The p-value determined by governance structures was 0.0003, which is of statistical significant (compared to the p value of 0.05) indicating that the performance of water & sanitation is positively influenced by governance arrangements.

Table 4.14: Coefficients for Governance Structures

	Unstandardized		Standardized Coefficients		
	B	SD. Error	Beta	T	Sig.
(Constant)	3.936	0.451		8.727	0.0000
Governance Structures	0.741	0.213	0.146	3.479	0.0031

According to the results of a regression study, governance structures and the performance of PPPs in water & sanitation are both significantly and positively linked ($=0.741, p=0.0031$). This implies that an increase in one unit of governance structures would result in a 0.741-unit improvement in PPPs water & sanitation performance.

As a result, $Y = 3.936 + 0.741X_1$ is the most appropriate model for this investigation.

X_1 is the structures of government

4.5 Influence of Regulatory Framework Performance of PPPs Water & Sanitation Projects

Another objective of the research study was aimed at establishing how much of an influence the regulatory framework employed in PPP water & sanitation projects in Nairobi County had on the performance of the projects. Public policy & procedures as considered under regulatory framework indicated that this variable had a considerable influence on the performance on PPP water & sanitation projects in Nairobi. This section gives an analysis of the data collected to determine whether there a correlation between the two and the extent to which regulatory framework affects the performance of PPP water & sanitation projects.

4.5.1 Likert Scale Results of Regulatory Framework on Performance of PPPs Water & Sanitation Projects

The respondents in the study were implored to score the statements on a scale of 1 to 5, where; 1=strongly disagree, 2=disagree, 3=neutral, 4=agreed, and 5=strongly agreed. Table 4.16 shows the outcomes of the experiment.

Table 4.15: Relationship between Regulatory framework and PPPs Water & Sanitation

	F	%	F	%	F	%	F	%	F	%	M	SD
The regulations governing PPPs are helpful and favorable. There is effective implementation of the rules and regulations to guide the running of the PPP	15	6.67	18	8.33	31	14.33	67	30.67	87	40.00	3.89	0.52

PPP-related policies and procedures have been successfully implemented.	4	2.00	14	6.67	37	16.67	64	29.67	98	45.00	4.09	0.17
The PPP has a well-defined quality management system in place; intuitively comprehensible	2	1.00	13	6.00	45	20.67	72	33.33	85	39.00	4.03	0.12
Composite Mean and Composite SD											4.00	0.27

More than half of the 217 individuals who took part in the research study stated that the rules and regulations in the area of PPPs are supportive and that the rules and regulations are effectively implemented to guide the running of the PPP, with 15 (6.67%) saying not at all, 18 (8.33%) saying only to a small degree, 31 (14.33%) saying moderately 67 (30.67%) to a large extent, and 87 (40%). In all, this yielded an average of 3.89 and an SD of 0.52, which is lower than the compounded average and higher than the compounded SD. The compounded mean was higher than the mean of rules in the region implying that PPP water & sanitation projects are not influenced to a large extent by PPP regulations in this sector.

Asked whether PPP-related policies and procedures have been successfully implemented, just 4 (2%) replied no, 14 (6.67%) said to a little degree, 37 (16.67%) said moderately, 64 (29.67%) said to a great extent, and the remaining 98 (45%) stated very great extent. In all, this yielded a standard deviation of 0.17 and a mean of 4.09, which is higher than the compounded mean. Policies and procedures pertaining to PPPs have a lower overall mean than the composite mean. This suggests that PPP rules and processes had an influence on the PPP water & sanitation projects.

More than half of 217 participants in the research said that there are obvious quality management methods, with just 2 (1%) saying there are none, 13 (6%) saying to a little amount, 45 (20.67)% saying moderately, 72 (33.33%) saying to a great extent, and 85 (39%) saying to a very great level. In all, this yielded a standard deviation of 0.12, which is lower than the composite standard deviation, and a mean of 4.03. Quality management systems have a greater mean than the composite. PPPs water & sanitation projects are influenced largely by explicit quality management methods.

4.5.2 Correlation Analysis of Regulatory Framework on Performance of PPPs Water & Sanitation Projects

The findings of the correlation analysis are shown in Table 4.17. PPP water & sanitation

performance ($r=0.824$, $p=0.002$) has a strong, as well as, positive and significant association with the regulatory framework.

Table 4.16: Correlation Analysis of Regulatory Framework on Performance of PPPs Water & Sanitation

		Performance PPPs	of Governance Structures
Performance of PPPs	Pearson Correlation	1	
	Sig. (2-tailed)	0.003	
Regulatory Framework	Pearson Correlation	.824**	1
	Sig. (2-tailed)	0.002	

4.5.3 Regression Analysis Results of Regulatory Framework on Performance of PPPs Water & Sanitation Projects

Results from table 4.18 show how well a regression model explained research findings..

Table 4.17: Model Fitness for Regulatory Framework

R	R Square	Adjusted R Square	SD. Error of the Estimate
.729 ^a	.832	.824	0.003

Compliance with Regulatory Framework was determined to be a suitable variable for PPPs water & sanitation performance. This was backed up by a coefficient of determination, or R square, of 82.4%. This means that 82.4% of the deviation in the DV, Performance of PPPs water & sanitation, can be explained by the regulatory framework. Furthermore, the findings indicated that the model used to connect the variables was adequate.

The p-value is used in significance testing to show how closely the IV is linked to the DV. To conclude that a model is significant, the significance number must be smaller than the critical value, which is also referred to as the probability value (p set at 0.05). Otherwise, the model is considered non-significant.

Table 4.19 included the findings of the variance analysis (ANOVA).

Table 4.18: ANOVA for Regulatory Framework

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	25.400	1	3.179	25.400	0.0000
	Residual	27.000	216	.125		
	Total	52.400	217			

The findings of the study illustrated that the model was considered consequential in statistics. The outcome also shows that the independent variable was an excellent indicator of PPPs water & sanitation Performance. F-statistic of 25.400 and p value (0.00000) which is less than 0.05 confirmed this conclusion.

Table 4.8: Coefficients for Regulatory Framework

	Unstandardized Coefficients		Standardized Coefficients		
	B	SD. Error	Beta	T	Sig.
(Constant)	0.123	0.119		8.401	0.000
Regulatory Framework	0.541	0.095	0.216	5.694	0.001

Regression study found that PPPs water & sanitation performance is positively and significantly linked to the regulatory framework (= 0.541, p=0.001). If the regulatory framework is increased by one unit, this means that PPPs water & sanitation will improve by 0.541 units.

As a result, the best model for the investigation is;

$$Y = 0.123 + 0.541 X_1 \text{ where } Y = \text{performance of PPPs water \& sanitation.}$$

X₁ represents the legal framework

4.6 Influence of Organizational Culture on Performance of PPPs Water & Sanitation Projects

The third goal of the research study was to determine how much of an influence organizational culture has on Nairobi County Kenya's PPPS water & sanitation program.

4.6.1 Likert Scale Results of Organizational Culture on Performance of PPPs Water & Sanitation Projects

Respondents were requested to score the statements on a scale of 1 to 5, where; 1=strongly disagreed, 2= disagree, 3=neutral, 4=agreed and 5=strongly agreed.

Table 4.20 displays the findings.

Table 4.19: Relationship between Organizational culture and Performance of PPPs Water & Sanitation Projects

Statement	F	% F	F	% F	F	% F	F	% F	F	% F	M	SD
Because of the organization's openness, the PPP is able to provide public services.	3	1.33	7	3.33	14	6.67	123	56.67	69		4.15	0.27
The PPP can better serve the public when its personnel are empowered.	4	1.67	14	6.67	27	12.67	114	52.67	51		26.33	3.95
PPP implementation is bolstered by the values and beliefs of the organization's employees.	7	3.33	11	5.00	29	13.33	108	50.00	61		28.33	3.95
Composite Mean and Composite Standard Deviation											4.02	0.28

3 (1.33%) of the 217 participants in the survey said that transparency does not promote public-private partnership (PPP) delivery at all, 7 (3.33%) stated that it does to some level, 14 (6.67%) stated that it does and 123 (56.67%) stated that it does support PPP delivery to a large extent. This resulted in a mean that was higher than the average at 4.15 and a standard deviation that was lower at 0.27 than the average. Composite mean is lower than organization's average transparency, according to the data. This implies that the PPP Water & Sanitation projects are largely influenced by the organization's transparency.

More than 50% of 217 participants in the survey believed that empowered workers help PPPs provide better services for the public to a great level. 4 (1.67%) said no; 11 (5.00%) said somewhat; 29 (13.33%) said moderately; 108 (50.00%) said to a great extent; 61 (28.33%) said to a very great extent. This yielded an SD of 0.35, which is higher than the compounded standard deviation, and a mean of 3.95. Composite mean is higher than that of empowered workers, as indicated by the results of the research. This suggests that staff who are empowered have little influence on the PPP water & sanitation projects.

More than half of those who took part in the study said that the values and beliefs of the

organization's employees strongly supported the implementation of PPPs, with 7(3.33%) saying no, 11(5.03%) saying to some extent, 29(13.33%) saying moderately, and 61(28.33%) saying very greatly. This resulted in a mean of 3.95 and an SD of 0.21, which is lower than the composite mean, as well as, the compounded SD. The composite mean, as indicated by the results of the study, is higher than the average beliefs and values held by employees of the organization. This suggests that the PPPs Water & Sanitation initiatives are not influenced by the values and beliefs of the organization's employees.

4.6.2 Correlation Analysis of Organization Culture on Performance of PPPs Water & Sanitation Projects

The correlation analysis findings are shown in Table 4.12. The correlation between PPPs Water & Sanitation performance and organizational culture ($r=0.762$, $p=0.002$) is high and substantial.

Table 4.20: Correlation Analysis of Organization Culture and PPPs Water & Sanitation Projects

		Performance of PPPs	of Organizational Culture
Performance of PPPs	Pearson Correlation	1	
	Sig. (2-tailed)	0.001	
Organizational Culture	Pearson Correlation	.762**	1
	Sig. (2-tailed)	0.002	

** Correlation is considered to be significant at the 0.01 level (2-tailed)

4.6.3 Regression Analysis Results of Organization Culture on Performance of PPPs Water & Sanitation Projects

The results in table 4.22 confer the fitness of model of regression which is employed to outline the study facts.

Table 4.21: Model Fitness for Organization Culture

R	R Square	Adjusted R Square	SD. Error of the Estimate
.649 ^a	.773	.762	0.002

Performance of PPPs water & sanitation revealed that organization culture was an acceptable variable to take into account. This was backed up by a coefficient of determination, or R square, of 76.2%. A total of 76.2 % of the variance in PPPs water & sanitation projects' performance was attributed to the organization's culture. Furthermore, the findings indicated that the model used to connect the variables was adequate.

The p-value is used in significance testing to show how closely the IV is linked to the DV. To conclude that a model is significant, the significance number must be smaller than the critical value, also referred to as the probability value (p value set at 0.05). Otherwise, the model is considered non-significant.

Table 4.23 presents the findings of the ANOVA (statistical analysis of variance).

Table 4.22: ANOVA for Organization Culture

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	1.342	1	1.342	48.174	0.006
	Residual	4.428	216	.164		
	Total	5.77	217			

The results of the study highlighted that the model was consequential statistically. Results also show that the IV was an excellent predictor of PPPs water & sanitation performance. An F statistic of 48.174 and a reported p value (0.006) supported this conclusion, which was lower than the normal 0.05 significant limit. Thus, the research study confirms that the performance of PPPs water & Sanitation projects is affected to a large extent by the regulatory framework employed in an organization. The influence of organizational culture was estimated at a P-value of 0.004, which is also statistically significant (P 0.05).

Table 4.8: Coefficients for Organization Culture

	Unstandardized Coefficients		Standardized Coefficients		
	B	SD. Error	Beta	T	Sig.
(Constant)	0.236	0.119		8.401	0.000
Organization Culture	0.355	0.089	0.224	3.989	0.000

Regression study found that PPPs water & Sanitation performance is positively and significantly linked to the regulatory framework (= 0.355, p=0.000). An increase in the organization culture would lead to an additional 0.355 units of performance improvement for PPPs water & sanitation. As a result, $Y = 0.236 + 0.355 X_1$ is the most appropriate model for this investigation. X_1 represents the legal framework.

4.7 Influence of Organizational Communication Strategies on Performance of PPPs Water & Sanitation Projects

Finding out the extent of the effect of organizational communication strategies have on Nairobi County Kenya's Public Private Partnerships water & sanitation projects was the fourth goal of the research study. The results of the responses obtained from the study's participants are highlighted in detail in this section showing both the correlation and strength of correlation between the two variables.

4.7.1 Likert Scale Results of Organizational Communication Strategies on Performance of PPPs Water & Sanitation Projects

Respondents were requested to give scores for the statements on a scale of 1 to 5, where; 1=strongly disagreed, 2=disagreed, 3=neutral, 4=agreed, and 5=strongly agreed. Table 4.24 shows the results.

Table 4.23: Relationship Between Organizational communication strategies and PPPs Water & Sanitation

Statement	F	%	F	%	F	%	F	%	F	%	Mean	SD
Organizational communication is hierarchical and done from top to bottom. Project managers officially and clearly convey the project's aims.	4	1.67	11	5.00	14	6.67	116	53.33	7	33.33	4.12	0.37
The provision of feedback stimulates collaboration, boosts motivation, and ensures the engagement of all relevant stakeholders	6	2.67	14	6.67	23	10.67	105	48.33	6	31.67	4.00	0.42
The most common cause of conflict in projects is a breakdown in communication.	2	1.00	7	3.33	13	6.00	107	49.67	8	40.00	4.24	0.37
Non-formal									7			

communication tactics are just as important to project success as formal ones.

Composite Mean and Composite Standard Deviation

4.12 0.39

4 (1.67%) out of the 217 participants in the survey said they did not believe project managers communicate the project's goals in a formal and clear manner. 11 (5.00%) said they did so to a limited extent; 14 (6.67%) said to a moderate extent; 116 (53.33%) said to a high degree; and 72(33.33%) said to a very high degree. Using these results, we obtain a mean or average of 4.12 and an SD of 0.37. These values are both within the composite's range. The data indicate that the compounded mean is equivalent to the mean of performance of PPPs. This suggests that project managers' formal and clear communication of the project's aims does influence the PPP Water & Sanitation initiatives.

When asked whether providing feedback promotes cooperation, boosts motivation, and ensures the engagement of all important stakeholders, 6 (2.67 %) of the 217 participants strongly disagreed with the statement, 14 (6.67 %) disagreed with the statement, 23 (10.67 %) were neutral, 105 (48.33%) agreed with the statement, and 69 (31.67%) strongly agreed with the statement. Thus the average was 4.00, which was lower than the compounded mean, and the SD was 0.42, which was greater than the overall compounded SD. The study's results demonstrate that the compounded mean is higher than the feedback mean. In other words, providing input has little effect on PPP water & sanitation projects.

1=strongly disagreed, 2= disagree, 3=neutral, 4=agreed and 5=strongly agreed.

Only 2 (1.00 %) of 217 participants in the survey strongly disagreed with the statement that communication breakdown in projects was a major cause of conflict at all, whereas 7 (3.33%) disagreed, 13 (6.00%) were neutral, 107(49.67%) agreed, and 87 (40.00%) strongly agreed with the statement. This resulted in a mean of 4.24 and an SD of 0.37, which is greater than the compounded mean and lower than the compounded SD. According to the results of the research study communication breakdown was a major cause of conflict in projects. This means that the Public Private Partnerships water & Sanitation projects are influenced by conflict caused by

communication breakdown.

4.7.2 Correlation Analysis of Organizational Communication Strategies on Performance of PPPs Water & Sanitation Projects

The results of the correlation analysis are shown in Table 4.25. The correlation between PPPs water & sanitation performance and corporate communication techniques ($r=0.713$, $p=0.004$) is high and substantial.

Table 4.25: Correlation Analysis Organizational Communication Strategies and PPPs Water & Sanitation projects

		Performance of PPPs	Organizational Communication Strategies
Performance of PPPs	Pearson Correlation	1	
	Sig. (2-tailed)	0.001	
Organizational Communication Strategies	Pearson Correlation	.713**	1
	Sig. (2-tailed)	0.004	

4.7.3 Regression Analysis Results of Organizational Communication Strategies on Performance of PPPs Water & Sanitation Projects

The results shown in table 4.26 illustrates the fitness of model of regression model which is used in describing the characteristics of the study.

Table 4.24: Model Fitness for Organizational Communication Strategies

R	R Square	Adjusted R Square	SD Error of the Estimate
.934 ^a	.725	.713	0.004

Performance of PPPs water & sanitation found organizational communication strategies to be an acceptable variable. Correlation coefficient, usually known as the R square, of 71.3% substantiated

this claim. Performance of PPPs water & sanitation may be attributed to organizational communication techniques for 71.3% of the variance in this DV. The findings also indicated that the model used to establish a connection between the variables was effective.

Analyzing the significance of a difference P-values show the intensity of the relationship between two variables. To conclude that a model is significant, the significance number must be smaller than the critical value, which is also referred to as the probability value (p). Otherwise, the model is considered non-significant. Results from the evaluation of variance were illustrated in Table 4.27 (ANOVA).

4.7.4 Statistical Analysis of Variance (ANOVA) of Communication Strategies in PPPs Water & Sanitation Projects

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.577	1	1.577	16.387	0.000
	Residual	20.736	216	.096		
	Total	22.313	217			

The model was shown to be statistically significant by the study. Results from the data analysis also demonstrate that the IV was an acceptable indicator of the performance of PPPs water & sanitation projects. P value (0.00000) less than customary 0.05 significance threshold was supported by F statistic (16.387) and reported a P value of (0.000). The study consequently confirms that PPPs water & sanitation projects' performance is affected by organizational communication strategies to a large extent.

Table 4.8: Coefficients for Organizational Communication Strategies

	Unstandardized Coefficients		Standardized Coefficients		
	B	SD. Error	Beta	T	Sig.
(Constant)	0.828	0.119		6.976	0.000
Organizational Communication Strategies	0.464	0.093	0.214	4.992	0.001

Organizational communication strategies and PPPs water & sanitation performance have a positive

and significant relationship, as highlighted by the regression analysis ($\beta=0.464$, $p=0.001$). An increase in organizational communication strategies would result in a 0.355-unit rise in PPPs water & sanitation performance.

$Y = 0.828 + 0.464 X_1$ is the best model for the investigation.

Where Y = PPPs water & Sanitation performance.

X_1 = Communication Methods for the Organization

4.8 Regression Analysis

The research study employed a multiple regression analysis to examine the effect of the various predictor variables on each other. The multiple regressions were coded, entered, and computed using SPSS Version 21 (Statistical Software for Social Sciences).

Table 4.25: Multiple Regression on PPPs water & sanitation Projects

Model	R	R Square	Adjusted R Square	SD. Error of the Estimate
1	.851	.728	.694	.3042

Governance structures, regulatory framework, organization culture, and organizational communication tactics are all constant predictors.

Table 4.28 showed that R-Square (which is the coefficient of determination) is a regularly employed in statistic in assessing the fitness of a model. Residual variability is multiplied by R-square to get R-squared. The adjusted R^2 , also referred to as the coefficient of various determinations, measures the magnitude of variation of the DV that can be described by the IVs alone or in conjunction with each other (either individually or jointly). 69.4% of the water & sanitation system's performance is achieved. The cumulative influence of the predictor variables may be ascribed to variables.

Table 4.26: ANOVA Results of the Regression Analysis Between Performance of PPPs Water & Sanitation Projects and Predictor Variables

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.423	3	3.185	3.926	.0001

Residual	87.532	297	.721
Total	98.955	217	

Predictors: Governance structures, regulatory framework, organizational culture and economic diversification.

Dependent Variable: Performance of water & sanitation.

It is evident from the data shown in Table 4.29 that the regression link between the various aspects of water & sanitation performance such as organizational culture and communication was extremely significant. A significant model was found at a 5% level of significance as the ciphered F was higher than the critical F value (2.830). The F critical at this level of significance was 3.926.

Table 4.27: Regression Coefficients

Model	Unstandardized		Standardized		
	Coefficients		Coefficients		
	B	SD. Error	Beta	T	Sig.
1 (Constant)	2.031	0.422		4.307	0
Governance structures	0.729	0.093	0.597	0.054	0.0003
Regulatory framework	0.846	0.085	0.689	0.615	0.0001
Organizational culture	0.704	0.087	0.575	0.436	0.004
Organizational communication strategies	0.392	0.084	0.473	0.416	0.006

a. Dependent Variable: Performance of water & sanitation

As per the SPSS generated table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = 2.031 + 0.729X_1 + 0.846X_2 + 0.704X_3 + 0.392X_4$$

As shown in Table 4.30, the performance of water & sanitation will be 2.031 if all components (governance structures, regulatory framework, organizational culture and communication techniques) are held constant. A unit increment in the level of regulatory framework in the implementation of PPP water & sanitation projects would lead to a 0.846 rise in the performance

of water & sanitation, taking all the other independent factors into account.

A unit increment in governance structures will result in a 0.741 improvement in water & sanitation performance, according to these data. According to these data, water & sanitation performance would rise by 0.762 points for every unit increase in organizational culture, and by 0.713 points for every increase in organizational communication techniques. Overall, organizational communication techniques had the least influence on water & sanitation performance, whereas the regulatory framework had the most influence at 0.824.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The subheadings outlined in this chapter: summary of the findings of this study, discussion of the findings, conclusions, recommendations and suggestions to be employed for further research are all included in this section of the report.

5.2 Summary of Findings

According to this study, organizational factors in Nairobi County, Kenya, have a significant impact on the performance of PPPs water & sanitation projects. These factors include governance structures; regulatory frameworks, organizational culture and organizational communication strategies. The instrument used for data collection was one questionnaire administered to the PPPs water & sanitation projects' staff. The data collected from the respondents by the researcher was analyzed for fundamental descriptive statistics. The key results of the study are indicated as follows:

5.2.1 Governance structures and Public Private Partnerships Water & Sanitation projects

The participants strongly agreed, as evidenced by a mean score of 4.15 and an SD of 0.19, that regular performance evaluations significantly improved the success of PPPS water & sanitation projects. As shown by a mean of 4.14 and an SD of 0.13, respondents also believed that centralized government control improved PPPs water & sanitation projects. According to a mean score of 3.85 and a standard deviation of 0.25, respondents did not believe that governance structures affected the performance of PPPS water & sanitation projects.

5.2.2 Regulatory framework and Public Private Partnerships Water & Sanitation projects

Policy and procedure related to PPPs was shown to have a considerable effect on the performance of water & sanitation projects, with a mean score of 4.09 and an SD of 0.17. With a mean of 4.03 and a standard deviation of 0.12, water & sanitation projects' performance was significantly influenced by clear quality management measures. The respondents agreed that the rules governing PPPs are helpful and that the rules and regulations governing their administration are effectively implemented, with an average mean of 3.89 and an SD of 0.52.

5.2.3 Organizational Culture and Public Private Partnerships Water & Sanitation projects

The research indicated that the organization's culture had a considerable effect on the performance of PPPs water & sanitation projects. This was indicated by an SD of 0.27 and a mean of 4.15, showing that PPPs water & sanitation performs well under positive organizational culture. A mean of 3.95 and an SD of 0.35 show that empowered staff have a significant influence on water & sanitation performance. Values & beliefs had a mean score of 3.95 and an SD of 3.95 were as agreed upon by the respondents.

5.2.4 Organizational Communication Strategies and Public Private Partnerships Water & Sanitation projects

Project managers need to prepare both formal and informal communication techniques, according to a mean of 4.24 and an SD of 0.37 in the research. Performance of PPPs water & sanitation projects was significantly influenced by project managers' formal and unambiguous communication of the project & organization's goals, as demonstrated by a mean score of 4.12 and SD of 0.37. The participants in the study agreed that providing feedback improves cooperation, increases motivation, and ensures the engagement of all important stakeholders as evidenced by an average of 4.00 and an SD of 0.42.

5.3 Discussions of Findings

This final chapter gives a discussion from the findings of the data gathered for the study and analyzed in chapter four. It also presents the conclusions from the study and the recommendations of the researcher following the discussions and recommendations. It is broken down into four sub-topics based on the discussions of each objective.

5.3.1 Governance Structures and Public Private Partnerships Water & Sanitation projects

A mean score of 4.45 and an SD of 0.19 show that PPPs water & sanitation projects were affected greatly by regular performance assessments. As shown by an average of 4.14 and an SD of 0.13, the participants also believed that centralized government control improved Public Private Partnership water & sanitation projects. According to a mean score of 3.85 and an SD of 0.25, respondents did not believe that governance structures affected the performance of PPPs water & sanitation projects. A study by (Lima et al. 2021), who investigated factors affecting the performance of PPPs in the water sector, found that a PPP project management structure bears the responsibility of administering the functions of such arrangements and is therefore accountable for its actions. As such, the three indicators of governance structures as studied in this paper;

committee composition, centralized governance and hierarchical structures play an important role in the performance of PPPs water & sanitation projects in Nairobi County and should be taken into consideration by both the government arm in PPPs, as well as the private entities in this sector.

5.3.2 Regulatory Framework and Public Private Partnerships Water & Sanitation projects

A mean score of 4.09 and an SD of 0.17 show that PPP policies and processes had a significant influence on water & sanitation performance. By ensuring that PPPs operate in accordance with clearly defined norms and without influence from the political class, OECD (2017) confirmed the conclusions of the research. Both the private partners and the government arm in the PPP work with a common understanding to push their shared aim to success, hence there was no prejudiced intervention from any party in the PPP. As a result, it guaranteed that PPPs were appropriately funded and bolstered with transparency and effective decision-making procedures. Thus, the implementation of a strong regulatory framework by the government ensures a high performance of PPPs water & sanitation projects. Regulatory framework as discussed in the study took into consideration the rules & regulations enforced in PPPs, the policies and procedures employed in the execution of projects and the methods used to ensure quality management in the execution of PPPs water & sanitation projects in Nairobi County.

5.3.3 Organizational Culture and Public Private Partnerships Water & Sanitation projects

An SD of 0.27 and a mean of 4.15 show that the organization's transparency has a notable influence on the performance of water & sanitation projects. The culture of an organization is influenced by more than just empowered employees and shared values and beliefs. Openness and accountability are equally important, especially when an organization is working with the government to provide services to the public. Culture was also demonstrated to boost innovation by cultivating an innovative work environment and influencing on the effectiveness of a business. Public water & sanitation services, for example, may be provided under a PPP arrangement, but how a firm manages its organizational culture might influence how flexible and externally focused it is in terms of innovation. Through the establishment of a strong and positive organizational culture proven through transparency, empowered employees and strong values and beliefs, the performance of PPPs water & sanitation projects in Nairobi country can be improved a great deal.

5.3.4 Organizational Communication Strategies and Public Private Partnerships Water & Sanitation projects

Managers must prepare both formal and non-formal communication tactics for improved project

performance, as evidenced by a mean of 4.24 and an SD of 0.37 in this study. The performance of PPPs water & sanitation was greatly influenced by project managers' formal and clear communication of the project's aims and organizational structure, as demonstrated by the indicated mean and standard deviation above. This study demonstrated that that efficient communication is beneficial to management processes because it reduces social distance and fosters more collaboration in organizational interactions. In order to improve organizational performance, managers have to design both formal and informal communication techniques. All project stakeholders must have access to the necessary information for effective communication, using both formal and informal communication strategies. In order for a project to realize its objectives within the allocated time and resources, effective communication encourages cooperation, increases motivation, and ensures that all important stakeholders are involved.

5.4 Conclusions

The first objective of this research study was to establish the effect of governance systems on PPPs water & sanitation projects. According to the research, regular performance evaluations affected the performance of PPPs water & sanitation projects greatly. Further the research also established that centralized government management of PPPs water & sanitation projects is beneficial. PPPs water & sanitation projects, however, are not influenced by governance systems to a great extent. Continuous performance evaluations had the most effect on the performance of water & sanitation projects, whereas government structure had the greatest influence.

The researcher also aimed to ascertain how the regulatory framework affects PPPs for water & sanitation projects. Many policies and processes related to PPPs were found to influence the performance of water & sanitation n significantly. Water and sanitation services performed better when there were clear quality control procedures in place. The laws and regulations governing PPPs are favorable, according to the respondents, and there is effective execution of such rules and regulations. Overall, PPP rules and processes and defined quality management systems have the greatest influence on water & sanitation performance.

Organizational culture is an important factor in PPPs water & Sanitation projects in Nairobi County. The results of this research found that openness in the organization as well as empowered workers and an organization's core values and principles improved water & sanitation projects' performance tremendously. The organization's openness ensures there is no potential

misunderstanding and errors due to miscommunication. PPPs water & sanitation projects benefit from empowered staff in preparing for natural disasters, such as drought and hunger. As a result of clear risk communication especially from the junior staff or technical employee upwards, projects may better divide their risks and losses between private and public partners. Employee empowerment and a focus on their values and beliefs were the two most pertinent factors influencing water & sanitation performance.

For the study's fourth objective, the researcher aimed to determine how organizational communication techniques affect PPPs water & sanitation projects. The researcher found that project managers use formal and unambiguous communication methods to convey the project's objectives. From the top to the bottom of the organization, communication techniques are hierarchical. Teamwork, motivation, and the engagement of all important stakeholders including beneficiaries are all boosted by the provision of feedback, which is the primary cause of clear communication in projects. Managers need to design both formal and non-formal communication tactics in order to ensure a successful project.

5.5 Recommendations

In light of the study's literature research and data analysis findings, the researcher gives recommendations as follows:

At some point throughout a project, it is critical for the team to take a step back and assess the organization's practices for the best possible outcomes. The government arm participating in the process, as well as the private sector partners, should be made aware of the strategy at hand. Additionally, even if project beneficiaries are not directly engaged in the daily functions of the project or organization, they should keep tabs on how those tasks are being distributed. As a result, projects are finished on time and under budget and meet the needs of the populations they are supposed to serve.

To prevent delays in the project's execution and, as a result, poor results, serious steps must be taken to address these issues. A long-term approach based on payment-for-performance is essential to the success of PPPs water & sanitation projects, and both parties must work together to achieve it. As a result, the Kenyan government must devise a strategy to enhance the performance of PPPs water & sanitation projects. The regulatory environment must be flexible and responsive in order

to keep pace with the ever-shifting landscape. Unnecessary legal formalities and bureaucracies must be eliminated.

5.5.1 Suggestions for further studies

Additional investigations on the effect of organizational factors on the performance PPP water & sanitation projects in other counties in Kenya such as Mombasa, Nakuru Tana River and Laikipia counties, are recommended by the researcher. This is because these four counties are among the 10 counties listed in the Kenya PPP Platform as counties to benefit from water & sanitation PPPs. There should be more studies done on the other county water service providers and the problems they face in relation to improving performance in water & sanitation PPP projects.

Finding out more about ways to deal with problems that projects have in their work. Additional research should be done on the effect of water & sanitation performance in Nairobi County on economic disparity.

5.6 Contribution to the body of Knowledge

Water & sanitation projects will benefit greatly from the findings of this research on how Public Private Partnerships water & sanitation projects may be enhanced.

The study's findings will help achieve some of the core pillars of the Vision 2030 and MDGs, such as eradicating extreme poverty and hunger, improving health and ensuring environmental sustainability.

It is possible that other professionals in the fields of health, development and environment may utilize the suggestions made there to start or enhance programs like PPPs water & sanitation projects in other regions. The findings of this research will help the general public have a better knowledge of the public-private partnership's activities.

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APPENDICES

APPENDIX I: INTRODUCTORY LETTER

Dear Sir/madam,

REF: REQUEST FOR DATA COLLECTON

Greetings. I am a student pursuing Master of Arts in Project Planning and Management at the University of Nairobi. I would like to carry out a study into the factors that influence the performance of Public-Private Partnerships in water & sanitation projects, in various Public Private Partnerships water & sanitation projects located in the county of Kenya's capital city, Nairobi. This letter is intended to seek your permission to conduct interviews with workers working in water & sanitation projects run by private companies in conjunction with the Kenyan government. At the end of the study, I endeavor to summarize my findings and come up with the proper suggestions. Thanks for your guidance and support. You may be certain that the information you furnish will only be utilized in an academic context. The final study report may be provided to you for your perusal upon request.

Your consideration will be highly appreciated.

Yours Faithfully,

Caren Jepchumba Kandie

APPENDIX II: QUESTIONNAIRE

Greetings.

My name is Caren Jepchumba Kandie, and I am a graduate student at the University of Nairobi, where I am working on my master's thesis. The main objective of this research study is to establish which organizational elements affect the effectiveness of Nairobi County's PPP water & sanitation projects. Project managers, officers, and supervisors will all be asked for their thoughts and experiences as part of this study, which will include the distribution of questionnaires.

Please submit accurate and complete information and complete all fields according to the logical instructions provided. Alternatively, you may print it out, fill it out, and send it in, or you can complete it in soft copy and return it through email (carenkandie@gmail.com)e.

SECTION A: General Information

1. Gender
a) Male () b) Female ()
2. Indicate by ticking or marking against your age bracket
a) 24 yrs. and below b) 25-29
c) 30-34 d) 35-39
e) Over 40 years
3. Kindly mark against your highest level of educational qualification (tick)
a) Secondary education c) Certificate or diploma
d) Graduate e) Postgraduate
4. How long have you participated in Water & Sanitation projects in Nairobi County?
a) Less than 1 Year b) 1-3 Years
c) 4-6 Years d) 7 Years and above

SECTION B: Governance Structures

5. **Does the structure of the project's governance have an influence on its performance?**

Yes No

If no explain

.....

6. Describe the ways you think the governance structures influences the performance of Water & Sanitation projects in Nairobi County?

.....

7. The following claims about governance structures and project performance have a level of agreement with you; what is your level of agreement? This may be done on a scale of one to five, with one meaning "not at all," two meaning "little," three meaning "much," four meaning "moderate," and five meaning "great."

Statement	1	2	3	4	5
The partnerships have robust governance mechanisms that support them.					
The private-public partnership committees are well-balanced in their make-up					
The PPP's efficiency is ensured by the government's centralization of governance.					
A well-established hierarchical structure is in place to govern reporting and job allocation in the PPP framework.					
Leaders in the neighborhood are constantly assessing the progress of water & sanitation projects in the area.					

SECTION C: Regulatory Framework and Project Performance

8. Does regulatory framework influence project performance?

Yes No

9. To what extent does regulatory framework help in performance of the projects?

- a) To a very great extent
- b) To a great extent

- c) To a moderate extent
- d) To a little extent
- e) To no extent

10. Use the following scale; 1-5, where 1= strongly disagree; 2=disagree; 3=Neutral; 4=agree; 5=strongly agree, please demonstrate the degree to which you agree with the statements below on regulatory framework and performance of project.

Statements	S.D	D	N	A	S.A
The rules in the area concerning PPPs are supportive					
There is effective implementation of the rules and regulations to guide the running of the PPP					
Policies & Procedures relating to PPPs are effectively instituted					
To ensure that the PPP is working well, quality management procedures have been implemented that are simple to understand.					

SECTION C: Organizational Culture and Project Performance

11. To what degree do the statements below with regard to organizational culture influence project performance? Use a scale of 1 to 5 where 1=no extent and 5=very great extent

Statements	1	2	3	4	5
The transparency of the organization supports the PPP in delivering services to the public					
Empowered employees enable the PPP serve the public well in provision of services					
The values & beliefs of staff in the organization strongly supplement implementation of PPPs.					

12. How would you rate the organizational culture and how it influences project performance?

- a) Very effective
- b) Effective
- c) Moderately effective
- d) slightly effective
- e) Not effective

SECTION D: Organization Communication Strategies and Project Performance

13. In your view do organization communication strategies influence project performance?

Yes No

If yes, explain

.....

14. Using the provided scale of 1-5; where 1=strongly disagree; 2=disagree; 3=Neutral; 4=agree; 5=strongly agree, please highlight the degree to which you agree with the following statement on organization communication strategies and performance of project.

Statement	1	2	3	4	5
The objectives of a project are explicitly communicated by project managers in a formal and organized manner.					
Organization communication tactics are hierarchical (from top to bottom)					
Teamwork, motivation, and the engagement of important stakeholders are all encouraged through providing feedback.					
Communication breakdown is the most common cause of conflict in projects.					
Managers need to design both formal and non-formal communication tactics in order to ensure a successful project.					

SECTION E: Project Performance

15. Using the provided scale of 1-5; where 1=strongly disagree; 2=disagree; 3=Neutral; 4=agree; 5=strongly agree, please highlight the degree to which you agree with the following statement on performance of project.


Statement	1	2	3	4	5
The project's offerings are attractive to customers.					
Timelines for the project will be met.					

Budgetary constraints will not jeopardize completion of this task.


--	--	--	--	--

THE END
THANK YOU

APPENDIX III: NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION RESEARCH LICENSE



REPUBLIC OF KENYA




**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **921836**

Date of Issue: **27/November/2021**


RESEARCH LICENSE



This is to Certify that Miss.. Caren Jepchumba Kandie of University of Nairobi, has been licensed to conduct research in Nairobi on the topic: THE INFLUENCE OF ORGANIZATIONAL FACTORS ON THE PERFORMANCE OF PUBLIC PRIVATE PARTNERSHIPS WATER & SANITATION PROJECTS IN NAIROBI COUNTY, KENYA for the period ending : 27/November/2022.


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APPENDIX IV: PROPOSAL CORRECTION FORM



UNIVERSITY OF NAIROBI SCHOOL OF BUSINESS

PROPOSAL CORRECTION FORM

Student Name: Caren Jepchumba Kandie

Registration Number: L70/76147/2014

Department: Faculty of Business and Management Sciences

Specialization: Master of Arts in Project Planning and Management

Title of Project Proposal: The Influence of Organizational Factors on the Performance of Public Private Partnerships Water & Sanitation Projects in Nairobi County, Kenya

The student has done all the corrections as suggested during the Proposal Presentation and can now proceed to collect data.

Name of Supervisor: Dr. Anthony Ndungu Signature  Date 25/11/2021

**APPENDIX V: LIST OF ORGANIZATIONS IN PUBLIC PRIVATE PARTNERSHIPS
WATER & SANITATION PROJECTS IN NAIROBI COUNTY AND THEIR ROLES**

Institution/Type	Roles
Ministry of Water and Irrigation (Public)	Legislation and policy development; Strategy development Financing, monitoring, and evaluation are all part of sector coordination and guidance.
The Nairobi City Water & Sewerage Organization (Public)	This is the main government structure overseeing of the provision of Water & Sanitation services in Nairobi.
Water Resource Management Authority (WRMA) (Public)	Water resource management policies and strategies are implemented. Appointment and facilitation of advisory groups for catchment-level management of watersheds.
Water Services Regulatory Board (WASREB) (Public)	In charge of overseeing policies and initiatives for the supply of drinking water & sanitation , as well as, regulating the supply of water, sanitation, and sewage; permitting the board's selected service providers, and authorizing their licenses and keeping tabs on WSB and WSP performance.
Water Services Boards (WSBs) (Public)	Water service providers (WSPs) are responsible for contracting with them to offer water services within their jurisdiction. Water service system (WSS) assets, investments, planning and execution are all in their hands. In charge of infrastructure repair and replacement. responsible for water and sewerage facility acquisition and leasing
Water Sector Trust Fund (WSTF) (Public)	Assists in providing financial support for provision of water services in areas that receive scarce water & sanitation services. Also provides both unconditional and conditional grants to different counties in Kenya and assist in providing finances for the development, as well as, management of water & sanitation services in the underserved and marginalized areas.
Water Appeals Board (WAB) (Public)	Institutional conflict mediation, particularly when it comes to water-related issues
Water Resources Authority (WRA) (Public)	The distribution of water resources in a sustainable and fair manner; Environmental protection, as well as the collection, analysis, storage, and transmission of all information on water resources in the country's water bodies.
Water Service Providers (WSPs) (Public)	Handles the provision of water & sanitation services, while ensuring , adequate maintenance of assets, good customer relations and sensitization, as well as, reaching a performance level set by regulation

Athi Water Works (Private)	Water Works Development Agencies formed by the Ministry of Water, Sanitation & Irrigation (WWDA). Its core responsibility is in the creation, maintenance, and administration of water and sewage infrastructure in the counties of Nairobi, Kiambu, and Muranga.
Runda (Private)	Piped Water Service Provider in Runda Estate ensures the supply of clean piped water to all Residents of Old Runda and Runda Mimosa Estates.
Two Rivers Water And Sanitation Organization Limited (Private)	Ownership of water and sewage treatment facilities as well as water distribution inside the development. According to the Nairobi Water & Sewerage Organization (NWSC), tariffs are set. Water and sanitation services are provided in bulk and by internal reticulation.
Tatu City Water and Sanitation Organization Limited (Private) (TATUWASCo)	Regulation of TATUWASCo's water & sanitation services is overseen by the Water Services Regulatory Board (WSRB) (WASREB). It serves Tatu City and Oaklands Estate with water and sewage services. Regulation of TATUWASCo's water & sanitation services is overseen by the Water Services Regulatory Board (WSRB) (WASREB).
Kenya Integrated Water, Sanitation & Hygiene Project (Private)	This is a program of the US Agency for International Development, which was to run for five years under the implementation of DAI. Its main goal is to improve the lives and health of Kenyan citizens across nine different counties in the country through developing and managing sustainable water, sanitation and hygiene services.
German Development Cooperation (Private)	GDC was established with the main of focusing on three main areas: water resources management, improvement of urban water and sanitation services, and policy and regulation. GDC finances medium to large-scale infrastructure combined with utility capacity development in selected towns to realize the Government's goal of providing all Kenyans with unlimited access to clean water and sanitation services by the year 2030.
Sustainable Water and Sanitation in Africa (SUWASA-Kenya) (Private)	To increase the number of people in Sub-Saharan Africa who have access to safe, dependable, affordable, and long-term water and sanitation services. In order to address the legislative, institutional, regulatory, financial, and operational issues preventing efficient delivery of sustainable water and sanitation services for urban people, the initiative encouraged changes in the urban water sector.
World Waternet (WaterWorX)	As part of a Water Operator Partnership (WOP), the NCWSC and World Waternet have agreed to work together to address water supply issues. The initiative helps

Project) (Private)	the people of Nairobi have better access to safe and clean drinking water and sanitary facilities.
Nairobi Satellite Towns Water and Sanitation Development Programme (NST-WSDP) (Private)	To extend existing water and sanitation systems and bring water and sanitation services to not yet served neighbourhoods & to support the satellite towns that face large water and sanitation deficits with chronic water shortages, water rationing, high prices paid to water vendors, time spent queuing for water and incidence of water borne diseases.
Nairobi City Water Distribution Network Modifications Project (NBO-CWDNP) (Private)	To improve the water availability for the Nairobi residents by constructing transmission mains, reservoirs, secondary water and sanitation distribution networks and sanitation facilities for peri-urban and informal settlements.
Financial Inclusion Improves Sanitation And Health In Kenya (FINISH INK) (Private)	Creating an enabling environment in different Kenyan counties that encourages the increased use of sanitation solutions on a local-market basis. Increasing access to and demand for sanitary services in Kenya via financial inclusion can help improve the country's health condition.
Nairobi Sanitation Project (The World Bank) (Private)	Providing sustainable sanitation and water services to low income communities in Nairobi.
Mashimoni Water and Sanitation Project-2 (Private)	At least 50 plots in the Mashimoni Settlement will have access to piped water thanks to a micro-loan program. Flushing toilets in houses and other sanitation facilities will be made available, as will training and workshops to prepare community people to serve as Community Health Workers and to monitor the efficiency of community savings organizations. To have open-ended discussions in workshops.

<p>Kibera: Integrated Water Sanitation and Waste Management Project (UN Habitat) (Private)</p>	<p>Providing small-scale community-based projects in water, sanitation, and waste management in Soweto East in order to improve the lives of the urban poor. KENSUP, a joint effort of the Kenyan government and UN-HABITAT, is an ongoing effort to improve slum conditions.</p>
<p>Kiambiu Water and Sanitation (KIWESA) slum project, (Maji na Ufanisi) Nairobi, Kenya (Private)</p>	<p>A Maji Na Ufanisi project that started in Kiambiu. The project aims at assisting the community improve its dire water and sanitation and sanitation situation and to secure the slum from land grabbing.</p>
<p>Urban Water and Sanitation OBA Fund for Low-Income Areas in Kenya; Global Partnerships for Results Based Approaches- GPRBA) (Private)</p>	<p>One-off OBA subsidies will be applied to selected low-income neighborhoods in Nairobi to make pro-poor sewage and water connections financially feasible for the poor. make pro-poor sewage and water connections financially feasible for the poor.</p>
