

**FACTORS INFLUENCING PERFORMANCE OF PUBLIC-
DEVELOPMENT PARTNERS' COLLABORATIVE PROJECTS
IN KENYA; A CASE OF KISUMU MUNICIPALITY**


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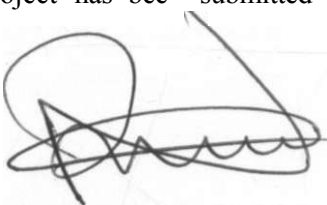

**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTERS OF
ARTS IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF
NAIROBI**

DECLARATION

This research project is my original work and has not been presented for any award in any other university.

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This research project has been submitted for examination with my approval as university supervisor.

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DEDICATION

This work is dedicated to my late mum, Dorothy Achieng for instilling in me the values at the very early stages in life that inspired me to pursue the best in life thus enabling me to attain my goals in education. A special dedication also goes to my dear wife Naomi Omondi and my sons David and Cedric who stood with me through sweat and blood even as I was engaged in every stage of the work, encouraging me and inspiring me to move on. To my colleagues Joel Amollo, Rose Diang'a and GregOuko; a very big thank you for the moral support.

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LIST OF ABBREVIATIONS / ACRONYMS

ADB	African Development Bank
AFD	French Development Agency
CTB	Central Tender Board
EAC	East African Community
DPP	Directorate of Public Procurement
GATS	General Agreement on Trade in Services
GPA	Government Procurement Agreement
GDP	Gross Domestic Product
GOK	Government of Kenya
IDA	International Development Association
IFC	International Finance Corporations
IMF	International Monetary Fund
IMOFA	Israeli Ministry of Foreign Affairs
ITC	International Trade Centre
KISWAMP	Kisumu Municipal Council
KACC	Kenya Anti-Corruption Commission
LAs	Local Authorities
LGRS	Local Government Reforms Secretariat
LVR LAC	Lake Victoria Region Local Authorities Cooperation
MDGs	Millennium Development Goals
MOLG	Ministry of Local Government
NGOS	Non Governmental organizations
OECD	Organisation for Economic Co-operation and Development
PIP	Public Interest Projects
PPDA	Public Procurement and Disposal Act
PPP	Public-Private Collaborative
PSC	Public Service Commission
SIDA	Swedish International Development Agency
SMMEs	Small, Medium and Micro enterprises
TACA	Tanzania Anti-Corruption Authority
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development

United Nations Commission on International Trade Law
United Nations Development Programme
United States Agency for International Development
World Trade Organisation

ABSTRACT

Since 1980s there has been a paradigm shift on the role of the state in delivery of services from being the sole doer to actually being a facilitator in expansive public service delivery agents which include the private sector and the NGOs. However, like many other endeavors, it has not been without some pitfalls. This study sought to explore factors that influence the performance of public - development partners' collaborative projects in Kenya, by taking the case of the Municipal Council of Kisumu. The objectives for this study revolved around factors like planning for projects, management of projects, implementation of projects, redress mechanisms and ways of strengthening the collaborative projects. The study sought to answer the questions of how planning, management of projects, implementation, redress mechanisms and factors strengthening collaborative projects influenced the performance of such projects.. The influence of planning for projects, management of projects, implementation of projects and redress mechanisms exemplified the factors under consideration, while timeliness, cost effectiveness, quality, completion rate, relevance, sustainability and efficiency will exemplified performance. The study population comprised the mayor, six committee chairmen, the town clerk and other 14 chief officers and the District Development Officer (DDO). The target population was a total of 23 people. This was found to be ideal because the nature of information being investigated was focused. Thus purposive sampling technique was employed for the study. The study was conducted using descriptive survey; data was collected using questionnaire, interview, and document analysis techniques. For purposes of validity and reliability of data, pilot testing of the instruments was carried out and content validity was done using the results of the pilot study. The data collected was analysed using descriptive statistics. The result was presented using frequency tables. It was established that management of financial resources through proper control mechanisms, compliance with budgetary provisions, cash flow management enhanced performance of the collaborative projects. This was among other findings. Majority of respondents 10(66.7%) for example, acknowledged that the level of participation of stake holders in all aspects of the collaborative projects enhanced their performances. In conclusion the study established that proper management of project resources, participatory planning processes, proper supervision and adherence to quality and legal parameters during implementation as well as M& E among others enhanced performance. As a way forward the study highlighted stakeholder involvement, proper supervision and stringent measures of ensuring value for money as some of the major factors that could enhance the performance of public - development partners's collaborative projects.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In an environment of globalization, intense competition and rising costs of service delivery, collaboration has become an essential means of improving on service delivery to the public by the government agencies the world over (Barnes et al, 2005). Increasingly, the international community is beginning to realize that globalization can either accelerate development and the sharing of its benefits for all or leave some countries and people out, furthering inequalities and creating more disparities. For instance, it was noted at the 2002 Johannesburg World Summit on Sustainable Development, "As a result of globalization, external factors have become critical in determining the success or failure of developing countries in their national efforts. The gap between developed and developing countries points to the need for a dynamic and enabling international economic environment supportive of international cooperation (UN, 2002). This has been necessitated by the search for more effective methods of delivering public services, which can be traced to as early as 1980s in most industrialized countries. There has been a significant rethinking of what governance means, what government is and should be responsible for, and a coinciding drive to maximize scarce resources in the pursuit of the public good over the last two decades (Brinkerhoff, 2002). The 1980s and early 1990s focused particularly on redirecting the role of the state from "rowing" to "steering" (Osborne and Gaebler, 1992) and expanding the delivery agents of public services to include the private sector and nongovernmental organizations (NGOs) (Salamon, 1987, 1989).

In the 1990s, this movement took an added dimension of focusing on issues of governance with an enhanced role of the citizen, in both the demand and supply of public services (Coston, 1995; Diamond, 1994). As the new millennium begins, attention to the role of the state and of the citizen is evolving and citizens are more and more involved in projects in

terms of decision making and implementation for continued sustainability based on ownership. In a bid to narrow the gap of resources versus service delivery needs of the citizens, developing countries the world over have embraced the concept of public-development partners collaborations in undertaking various projects that have a direct bearing on the citizens. Development partners have been actively involved in financing and providing technical support to the government agencies in a collaborative environment where both parties have a stake in ensuring the successful completion of projects, herein referred to as project performance. The success of a project intervention can be measured by its conformity to the approved documents and respective procedures; effectiveness in meeting planned results and purpose; efficiency in terms of the necessities of the planned resources in quantity and quality in implementing the proposed activities. In addition to these, the project must be feasible, must meet the purpose and overall objectives, and must be participatory, cost effective and relevant in addressing the need of the target group. The aspect of sustainability of a project once handed over is also considered as a performance indicator.

Overallly, projects are key aspects of development since they are a means of achieving development. In other words, it is not possible to achieve any substantial development without necessarily undertaking projects. Development partners have been involved in providing assistance in financing and providing technical support to public agencies to enable them implement projects which are of public interest (PIP).

In East Africa, funding for public projects have been sourced from national revenue, national financial institutions such as commercial banks and state financial corporations; partnership with the private partners through public private partnerships (PPP), foreign financial mstitutions such as World Bank, International Finance Corporations (IFC), International Development Association (IDA), United Nations Development Programme (UNDP), United Nations Industrial Development Organization (UNIDO), International Monetary Fund (IMF),

UN Habitat, Swedish International Development Agency (SIDA) among others. National and international Nongovernmental organizations (NGOs) have equally collaborated with the governments in a number of projects. In Kenya such collaborations have been undertaken in financing infrastructural development such as schools, irrigation dams, power plants, roads, water supply, sewerage, rural electrification and capacity building among others. These have made it possible for a number of projects to be completed thus accelerating economic development.

In Kisumu Municipality, a number of projects have been undertaken through public-development partners' collaborations. Such projects include the rehabilitation of Jomo Kenyatta Sports Ground co-funded by SIDA; construction of Modern markets, funded by European Union (EU); Kisumu Integrated Solid Waste Management Project (KISWAMP) funded by SIDA through UN HABITAT; Construction of Environmental Pedagogic Centre (EPC) funded by SIDA through Lake Victoria Region Local Authorities Cooperation (LVRLAC); Capacity Building support from Israeli Ministry of Foreign Affairs. Currently the French Development Agency (AFD) is expected to fund the Kisumu Urban Project, which is expected to conduct a comprehensive urban transformation of Kisumu City. This will include aspects of urban zoning, streamlining the urban physical planning among others.

Most of these projects have a direct bearing on the citizenry as they impact positively in improving the living conditions and enhanced economic empowerment of the local community. However, there has been a growing concern on the success of such collaborative projects. In some cases such projects fail to take off. The case in hand is the Sustainable Urban Mobility (SUM) project which was to be funded by SIDA through UN HABITAT. This project did not see the light of day due to administrative issues. As has been the case in other government agencies in Kenya, Kisumu Municipal Council has not been spared in cases of development Partners withholding funds due to alleged misappropriation of funds, non-compliance with

contractual agreements, and poor implementation of projects among others. This study therefore endeavoured to explore those factors that influence the performance of public-development partners' collaborative projects in areas of resource management, planning, implementation, monitoring and evaluation and suggest measures that could be undertaken to improve on such collaborations for improved service delivery.

The study was carried out in Kisumu Municipal Council. The municipality covers Kisumu City, which is the third largest city in Kenya. The city is one of the fastest growing cities in Kenya. It is surrounded by an agriculturally rich hinterland mainly supporting large-scale sugar industry and rice irrigation. Kisumu's contribution to the National economy is significant. It is anticipated that with the revival of the cotton and rice industry, and the molasses plant, coupled with strengthened support to the fishing industry, this contribution would increase significantly. Kisumu has a very well developed road transport connection with adjacent towns such as Kericho, Kakamega, Homa-Bay, Kisii, Siaya, Busia, and the sugar belt satellite townships of Muhoroni, Awasi, Chemelil, Miwani and Nandi Hills. Being on the convergence point of the Trans African Highway, Kisumu is well connected with Uganda and Tanzania and by extension Rwanda, Burundi and Congo DRC in the west, Zambia to the south and Sudan to the north. Its geographic position and its cosmopolitan profile, places the city strategically as a competitive growth centre in the emergent age of technological and economic development.

1.2 Statement of the Problem

Projects are the key instruments of development in any society, it is not the goal in itself. Successful implementation of projects has in many cases led to better living standards of the target community; improved infrastructure; and to a larger extent, improved productivity thus enhancing economic development (Shahana, 2006). To ensure that the factors of demand and **supply** are bridged, most economies resort to collaborating with development partners in project

financing and implementation. Development partners play a significant role in the social development process in all regions of the world. In Kenya, they have been particularly critical in circumstances where state funds are limited, political situations are fluid, natural disasters resulting from both predictable and unpredictable environmental circumstances occur, ethnic strife is rampant, and the level of per capita income severely restricts the ability to purchase needed goods and services - social, educational and economic (Gwadoya, 2008). However, many of the projects co-funded or co-initiated by most development partners have ended up collapsing either within the project period while others that survived the project period have not proceeded further after the termination of development partner(s) support. This has raised the questions; were these projects well planned, implemented and managed to ensure that the intended needs are sufficiently addressed? What factors could influence the performance of such projects?

In the recent past, the development partners froze funding for Free Primary Education (FPE), a project that was initiated by the National Rainbow Coalition (NARC) in January 2003 due to lack of accountability and misappropriations of funds to the magnitude of millions of shillings (Aduda, 2009).

In view of these discrepancies, there was need to establish the underlying factors that influence the performance of public-development partners' collaborative projects in areas of resource management, planning, implementation, monitoring and evaluation in Kisumu Municipal Council and suggest measures that could be undertaken to strengthen such collaborations for improved service delivery.

1.3 Purpose of the Study

The purpose of this study was to explore the factors influencing the performance of public-development partners collaborative projects in Kenya.

1.4 Objectives of the Study

The objectives that guided the study were: -

- 1 To determine the extent to which management of projects influence the performance of public - development partners collaborative projects in KMC.
- 2 To investigate how planning for public - development partners collaborative projects influence their performance in KMC.
- 3 To examine the extent to which implementation of public - development partners collaborative projects influence their performance in KMC.
- 4 To establish the redress mechanisms available and the extent to which they contribute to the performance of public - development partners collaborative projects in KMC.
- 5 To explore ways by which public - development partners collaborations can be strengthened.

1.5 Research Questions

The study was guided by the following questions: -

- 1 To what extent does management of projects influence the performance of public - development partners' collaborative projects in KMC?
- 2 How does planning influence the performance of public-development partners' collaborative projects in KMC?

What aspects of implementation of public - development partners' collaborative projects influence their performance in KMC?
- 4 What are the available redress mechanisms and how have they influenced the performance of public - development partners' collaborative projects in KMC?

- 5 What measures can be put in place to improve the performance of public - development partners' collaborative projects in KMC?

1.6 Significance of the Study

It is hoped that the findings of this study will be useful in generating useful data for decision making by the management of Kisumu Municipal Council, Ministry of Local Government (MOLG), Local Government Reforms Secretariat (LGRS), Public Service Commission (PSC) and Development partners for planning, coordinating, implementing, studying and directing the challenging aspects of public-development partners collaborative projects in the LAs by taking necessary measures to curtail the shortcomings. This will result in review of existing policies and formulations of new ones that would ensure optimal utilisation of funds meant for public interest projects so as to facilitate the achievement of Millenium Development Goals (MDGs) and Vision 2030.

The findings will also be useful in providing information on the challenging aspects of public-development partners collaborative projects in KMC. This would be used as a basis for similar studies in other LAs and for purposes of improving the current level of management and implementation of projects. The study will be expected to highlight critical issues in challenging aspects of public-development partners collaborative projects that will re-awaken every stakeholder to review its stake in financing programmes and projects in LAs with a view to improving its supervision and making it a critical starting point of achieving MDGs and Vision 2030. **By** so doing, the public funds will be put to beneficial use by those with whom it is entrusted for purposes of accelerating development and alleviating poverty.

1.7 Basic Assumptions of the Study

The study was designed on the premise that public-development partners collaborative projects have a positive influence on service delivery, can be streamlined and that Kisumu Municipal Council management have a shared interest in enhancing service delivery and will be cooperative in ensuring that the necessary information is availed accurately as possible. It was equally assumed that the views collected during the study would represent the correct information.

1.8 Limitations of the Study

Due to limited resources and time, the study was carried out in one local authority (LA) only. It may therefore not factor the diverse situations that characterise each and every local authority. The nature of the population in KMC for example is cosmopolitan thus making it be comparable to other LAs to a limited extent. In addition to this, LAs in Kenya vary in terms of socio-economic, cultural and political factors. Furthermore the operations of the LAs differ from those of other government agencies. As a result the conclusions so derived may not be a true representation of the Kenya situation. It would therefore require that findings be corroborated with other studies to be more useful. The study was equally limited to the period between 2000 and 2009. This implies that the numerous reforms taking place in the LAs prior to and after the period of the study may have not be included. This conclusion may weaken the applicability of the study.

1-9 Delimitations of the Study

This study on the factors that influence the performance of public-development partners' collaborative projects was conducted in the period of 2000 to 2009 both years inclusive through Purposive sampling design targeting key informants within Kisumu municipality. The term

development partners was restricted to the international bodies that collaborate with the government agencies in the financing of PIP projects. The study involved the chief officers, Mayor, Finance Committee chairperson, Engineering and Urban planning Committee chair person and the District Development officer. The researcher was however be open to any relevant information relating to performance of public - development partners collaborative projects. Data was collected by the researcher using questionnaires and interviews techniques.

The study was delimited to Kisumu Municipal Council since it was reasonably big and had more operational departments and sections that could not be found in smaller councils. In addition to this, Kisumu being a city, had a large population and a kind of heterogeneous community making it possible to attract various cadres of development partners with varied interest in community needs. Questionnaires were used since they are easy to administer and could limit the bias of the interviewer. The interview method was used to enable the researcher to get in-depth information.

1.10 Definition of Significant Terms Used in the Study

- 1 **Collaborative projects** as used in this study are those projects which have been initiated, designed, financed and implemented by two or more parties with the aim of achieving a common goal, which in this case is improved service delivery to the citizenry.
- 2 **Development partners** as used in the study are those private, non-governmental and international bodies or individuals who may collaborate with the public for purposes of combining resources to realize particular projects with the intention of improving service delivery.

- 3 Public as used in this study refers to government agencies, parastatals or local authorities which are charged with the overall responsibilities of delivering service to the citizenry.
- 4 **Public - Development partners' collaborative projects** are those interventions which are co-designed, co-funded and co-implemented by public entities and development partners with the objective of improving the living standards of the citizenry as well as productivity.
- 5 **Performance** as used in the study implies level of satisfaction by the citizenry occasioned by timely, economic, and quality implementation of projects. It also implies to the aspects of sustainability of the projects.

1.11 Organization of the Study

The study was organized into five chapters. The first chapter covered the introduction to the study. This chapter entails the background of the study, the problem statement, the purpose of the study, study objectives, research questions or hypothesis, justification of the study, significance of the study, assumptions, scope, limitations, delimitations and organisation of the study. The second chapter entailed a literature review on performance of public - development partners' collaborative projects, conceptual framework and existing gaps on research. Chapter three described the research design, area of study and target population, sample selection, sample size, data collection methods and instruments validity and reliability, data analysis techniques. Chapter four captured the findings of the study based on the research objectives, data analysis and presentation. Chapter Five of this study gave a summary of findings, conclusions and recommendations based on the findings of this research and recommendations for further research. This was followed by a list of chronologically organised reference materials utilised in the study and attached appendices.

2.1 Introduction

This chapter discussed the literature related to the factors influencing the performance of public-development partners' collaborative projects. It particularly focused on the literature related to influence of management, planning, implementation, and redress mechanisms on the performance of collaborative projects. Management was considered in terms of project money or financial resources management, project human resources management, project materials management and project facilities and equipment management. Planning was considered in the aspects of decision making in the planning process, stakeholder participation in planning, documentation and definitions of roles and responsibilities of the partners to a project at the planning stage of project cycle. Under implementation, the researcher focused on procurement of project resources and services, supervision of projects, reporting and M&E aspects of project implementation. The review was conceptualized under the objectives of the study and focused mainly on management, planning, implementation and redress mechanisms and their relationship with performance.

2.2 Management and Performance of Projects

Fayol (1916) defines management as forecasting, organizing, commanding, coordinating and controlling while Koontz and O'Donnel (1984) defines managing as an operational process **initially** best dissected by analyzing the managerial functions. They accordingly define the five **managerial** functions as planning, organizing, staffing, directing and leading, and controlling. According to Brech (1957), management is a social process consisting of planning, controlling, coordinating and motivating. The definitions proposed by Brech, Koontz and O'Donnel **Present** changes of emphasis rather than principle. For example, Fayol's use of the term

'command' is dropped in favour of 'motivation' (Brecht, 1957) or 'directing and leading' (Koontz & O'Donnell, 1984). Tom Peters' view of management, by comparison, shifts the emphasis away from describing what management is about and stresses what it is that managers need to do (Cole, 2004). He asserts that 'Five areas of management constitute the essence of proactive performance in our chaotic world: an obsession with responsiveness to customers, constant innovation in all areas of the firm, partnership - the wholesale participation of and gain sharing with all people connected with the organisation, leadership that loves change (instead of fighting it) and instills and shares an inspiring vision, and control by means of simple support systems aimed at measuring the "right stuff" for today's environment.' (Peters, 1988). Nevertheless, even his enthusiastic prescriptions for dealing with chaos are tempered by references to 'participation' (that is, motivation), leadership and control. These definitions agree that management refers to all those activities which are concerned with planning, organizing, staffing, motivating and controlling. In view of the generality of the definitions above, the definition of management adopted for this study is derived from Saleemi (2006). Management is defined as all those activities which are concerned with: formulation of objectives, plans and policies of the collective enterprise; assembling men, money, materials, machines and methods for their accomplishment; directing and motivating the men at work; coordinating the physical and human resources; supervising and controlling performance; and securing maximum satisfaction for both employer and employee and providing the public with the best possible services. This definition is considered appropriate because it recognizes management as a process of achieving the desired goals and objectives of an organisation or a partnership by judiciously making use of resources of men, materials, machines, methods and moments. Project management therefore, is a discipline of planning, organizing, and managing resources to bring about the successful completion of specific project goals and objectives. It is sometimes conflated with program

management, however technically a program is actually a higher level construct: a group of related and somehow interdependent projects (Wikipedia, 2010).

A project is a temporary endeavor, having a defined beginning and end (usually constrained by date, but can be by funding or deliverables (Carl, n.d), undertaken to meet particular goals and objectives (Nokes, 2007), usually to bring about beneficial change or added value. The temporary nature of projects stands in contrast to business as usual (or operations) (Dinsmore et al, 2005), which are repetitive, permanent or semi-permanent functional work to produce products or services. In practice, the management of these two systems is often found to be quite different, and as such requires the development of distinct technical skills and the adoption of separate management. The primary challenge of project management is to achieve all of the project goals (Ireland, 2006) and objectives while honoring the preconceived project constraints (Philips, 2003). Typical constraints are scope, time, and budget (Carl, n.d). The secondary and more ambitious challenge is to optimize the allocation and integration of inputs necessary to meet pre-defined objectives. This study seeks to determine the role played by management in the optimization of the allocations and integration of inputs such as finances, human resources, facilities and machinery within the constraints of scope, time and how such roles influence the performance of public/development partners' collaborative projects.

Like any human undertaking, projects need to be performed and delivered under certain constraints. Traditionally, these constraints have been listed as "scope," "time," and "cost" (Carl, n d). These are also referred to as the "Project Management Triangle," where each side ^presents a constraint. One side of the triangle cannot be changed without affecting the others. A further refinement of the constraints separates product "quality" or "performance" from scope, turns quality into a fourth constraint. The time constraint refers to the amount of time available to complete a project. The cost constraint refers to the budgeted amount available for e Project. The scope constraint refers to what must be done to produce the project's end result.

These three constraints are often competing constraints: increased scope typically means increased time and increased cost, a tight time constraint could mean increased costs and **reduced** scope, and a tight budget could mean increased time and reduced scope. The discipline **of** Project Management is about providing the tools and techniques that enable the project team (**not** just the project manager) to organize their work to meet these constraints (Wikipedia, 2010). These are key aspects of project management which are relevant to the aspects of management **of** resources that are made available by collaborative partners for the realization of a given project. The resources in this study referred to financial resources, human resources, facilities and equipment. Management of project finances is an important part of overall project management. The main focus of project financial management is cost control. According to Kerzner (2003), cost control is not only "monitoring" of costs and recording perhaps massive quantities of data, but also analyzing the data in order to take corrective action before it is too late. Cost control should be performed by all personnel who incur costs, not merely the project office. Cost control implies good cost management, which must include cost estimating, cost accounting, project cash flow, company cash flow, direct labour costing, overhead rate costing, and others such as incentives, penalties, and profit sharing.

Human resource management is another key issue in the performance of collaborative projects. Human resource has to do with the personnel within the organisation. Cole (2004) defines personnel management as that specialist function of management which has the prime responsibility for formulating, proposing, and gaining acceptance for the personnel policies and strategies of the organization; advising and guiding the organisation's managers on the implementation of personnel policies and strategies; providing personnel services for the organisations to facilitate the recruitment, motivation and development of sufficient and suitable employees at all levels; and advising the organization's managers on the human consequence of

ge. Personnel policy issues include recruitment and selection, pay and benefits, relations

with trade unions or staff associations, career development, training, safety and health, and employment legislation. Strategic advice on personnel matters is directed towards the fulfillment of the organisation's corporate plan, and covers issues such as the manpower plan, the development of harmonious and mutually respectful relationships with trade union representatives, the maintenance of employee motivation by means of fair and equitable payment systems and of adequate personal and career development opportunities, and, finally, the organisation's actions in relation to new developments in employment legislation (Cole, 2004).

According to Saleemi (2006), the human resources of an organisation are its most important resources. They make available to the organisation their work, talent, skills and drive. Competent and dedicated performance on their part goes a long way in successful accomplishment of the organisations objectives. Personnel management is therefore the most critical tasks of a manager. The selection, placement, training and development of right kinds of personnel constitute the basis of personnel management.

Value for money means assessing the benefits and their value when all factors such as political environment, organizational and operational as well as economic value are taken into account (OECD, 2007). Marty (2008) sees value of money being delivered through risk transfer, better financial terms, innovation, greater asset utilization or an integrated whole-life management. This approach has been used in the USA by the JF Oyster bilingual elementary school in Washington DC which was built at no cost of tax payers money for exchange of right to build a block of apartments on what had been a playing field (La Rocque, 2006)

Williams (2003) linked clarity regarding formation and management of PPPs in Auction ol perception of leaders who viewed collaborative projects as risky ventures. Hence

Chile
C^{er} Privatizing its telecommunications sector and most of its energy sector recently

launched a vast concession program to step up development of its road network and airports. The government assumes part of the risks associated with a project and guarantees a minimum amount of revenues.

In Brazil, PPPs have been made attractive to the private initiative by allowing inclusion of guarantees for the contracted partner. The public revenues, institution or use of special funds permitted by law, the subscription or purchase of shares in fiduciary fund is allowed to include the possibility of issuance, directly in favour of project lender, of the commitments of payments owed by public administration to the private partner, as well as the possibility to legitimate the project lender to receive payments out of the special funds or the fiduciary fund (Anderson, 2004).

Nigeria's effort to bridge the gap by constrained limited resources, has seen her join in comprehensive development agenda to partner with organizations with partnership potential such as local private sector, international and multinational organizations. The strategic alliance aims to share or transfer technical knowledge, gaining access to blocked markets, strengthen quality of services and increased funding to bolster the projects.

In Tanzania, the local Government Reform places significant emphasis on human resource development to ensure adequate planning and budgeting services (URT, 2001). This owes to the backdrop of challenges facing PPPs in Tanzania owing to lack of comprehensive policy, legal and institutional frameworks that provide clear guidelines and procedures for development and implementation of PPPs. Coupled with this, is lack of analytical capacity to assess investment proposals leading to poor project designs and implementation, inadequate enabling environment which includes lack of long term financing instruments and appropriate risk sharing mechanisms, PPPs have not been a success (PPP POLICY, 2009).

Kenyan government has little experience with PPPs. Moreover financial support to PPPs from the sovereign government has been ad hoc. To meet the country's ambitious goals the

government has recognized the need to improve the investment climate in Kenya for PPPs and the ability of all governmental agencies to prepare, procure, and to implement quality PPPs more efficiently and consistently. Thus the government has established a PPP strategic implementation framework and by 2010, a full PPP unit was set up. A comprehensive PPP framework has been established under the Ministry of Finance. Public Private Infrastructure Advisory Facility (PPIAF) provides funding to support PPP secretariat by capacity building to various agencies, and the identification of projects. This has seen PPIAF involvement in projects like water and sewerage services in Mombasa, Nairobi, and Kisumu. However, technical and managerial ability to plan the projects was noted as lacking in PPIAF funded projects which affected their service delivery operations (PPIAF, 2013). This is what prompted my study on factors influencing performance of public-development partners collaborative projects in Kenya; a case study of Kisumu Municipality.

2.3 Planning and Performance of Projects

Planning in organizations and public policy is both the organizational process of creating and maintaining a plan; and the psychological process of thinking about the activities required to create a desired goal on some scale. As such, it is a fundamental property of intelligent behavior, this thought process is essential to the creation and refinement of a plan, or integration of it with other plans, that is, it combines forecasting of developments with the preparation of scenarios of how to react to them. An important, albeit often ignored aspect of planning, is the relationship it holds with forecasting. Forecasting can be described as predicting what the future will look like, whereas planning predicts what the future should look like. The term is also used to describe the p

Procedures used in such an endeavor, such as the creation of documents, diagrams, or Meetings to discuss the important issues to be addressed, the objectives to be met, and the

strategy to be followed. Beyond this, planning has a different meaning depending on the political or economic context in which it is used. Two attitudes to planning need to be held in tension: on the one hand we need to be prepared for what may lie ahead, which may mean contingencies and flexible processes. On the other hand, our future is shaped by consequences of our own planning and actions (Murray & Schoonover, 1988).

In organisations, planning refers to the practice and the profession associated with the idea of planning an idea yourself, (land use planning, urban planning or spatial planning). In many countries, the operation of a town and country planning system is often referred to as 'planning' and the professionals which operate the system are known as 'planners'. It is a conscious as well as sub-conscious activity. It is "an anticipatory decision making process" that helps in coping with complexities. It is deciding future course of action from amongst alternatives. It is a process that involves making and evaluating each set of interrelated decisions. It is selection of missions, objectives and "translation of knowledge into action." A planned performance brings better results compared to unplanned one. A Managers' job is planning, monitoring and controlling. Planning and goal setting are important traits of an organization. It is done at all levels of the organization. Planning includes the plan, the thought process, action, and implementation. Planning gives more power over the future. Planning is deciding in advance what to do, how to do it, when to do it, and who should do it. It bridges the gap from where the organization is to where it wants to be. The planning function involves establishing goals and arranging them in logical order (Murray & Schoonover, 1988)

Project planning is part of project management, which relates to the use of schedules such as Gantt charts to plan and subsequently report progress within the project environment (Erzner, 2003). Initially, the project scope is defined and the appropriate methods for completing the project are determined. Following this step, the durations for the various tasks necessary to complete the work are listed and grouped into a work breakdown structure. The

logical dependencies between tasks are defined using an activity network diagram that enables identification of the critical path. Float or slack time in the schedule can be calculated using project management software (Thayer, 2000). Then the necessary resources can be estimated and costs for each activity can be allocated to each resource, giving the total project cost. At this stage, the project plan may be optimized to achieve the appropriate balance between resource usage and project duration to comply with the project objectives. Once established and agreed, the plan becomes what is known as the baseline. Progress will be measured against the baseline throughout the life of the project. Analyzing progress compared to the baseline is known as earned value management (Quentin, 2005). Project performance will be determined by how best the progress of the project conforms to the baseline.

In view of the definitions above, the study was concerned with the aspects of planning relating to time, cost and resources adequately to estimate the work needed and to effectively manage risk during project execution. According to Kerzner (2003), failure to adequately plan greatly reduces the project's chances of successfully accomplishing its goals. The ability of a project to accomplish its goal is an aspect of project performance. This implies that planning impacts on performance of a project. Project planning generally consists of determining how to plan (e.g. by level of detail or rolling wave); developing the scope statement; selecting the **planning** team; identifying deliverables and creating the work breakdown structure; identifying **the** activities needed to complete those deliverables and networking the activities in their logical **sequence**; estimating the resource requirements for the activities; estimating time and cost for **activities**; developing the schedule; developing the budget; risk planning; gaining formal approval to begin work. Additional processes, such as planning for communications and for **Pe** management, identifying roles and responsibilities, determining what to purchase for the **Project** and holding a kick-off meeting are also generally advisable (Kerzner, 2003).

In this study, planning has been considered in the aspects of decision making, documentation as well as the responsibilities of the partners in a collaborative project. Planning ensures that things are done in an orderly and efficient manner. It is helpful in more effective **achievement** of goals. Planning enables an organisation to face uncertainty and change (Saleemi, 2006). According to Kerzner (2003), successful project management, whether it be in response to an in-house project or a customer request, must utilize effective planning techniques. From a **systems** point of view, management must make effective utilization of resources. This effective utilization over several different types of projects requires a systematic plan in which the entire company is considered as one large network sub-divided into smaller ones.

Different factors affect the performance of these collaboration projects. These factors are either related to the projects macro, mesa or micro-environments, to the partners involved, to the collaboration process, to the project development process and to the governance methods used to organize and manage the project. Thus as Klitgaard et. Al (2003) put it, a carefully developed plan will substantially increase the profitability of success of the partnership. This plan most often will take the form of extensive detailed contract, clearly describing the responsibilities of both public and private partners.

Britz and Markowitz (2004) found that critical elements for collaboration included mutual goals, shared responsibility, authority to make decisions and mutual respect. In USA, successful collaboration between state education Agencies (SEA's) and parent training and information centres (PTIs) show how the outcomes have been encouraging especially most Parents with children with disabilities have received special education services in with improved services and results owing to PTI & SEA working to identify professional development needs then develop and administer training.

Britain in an effort to improve on performance of PPPs, plans to invest a share of equity in future PPP projects under its preferred model of PPPs(PF2). As a shareholder, the public

sector will have a seat on the board of PF2 project companies and will have a stronger voice on the decisions concerning the management of the company, marking an important step to a more **transparent**, better value partnerships. The draft shareholders Agreement will seek views from **industry**, public sector organization and other interested parties on the terms of the public sector stake including the provisions for public sector shares, how investment decisions are made and the transparency information to be included in the PF2 annual report (HM Treasury and Infrastructure, 2013).

In British Columbia, Canada, project concepts are developed by various governmental sponsoring agencies. Those agencies are governmental agents who ultimately sign the PPP contract and they therefore retain the main responsibility for project oversight and regulation throughout the life of the project. Sponsoring agencies use provincial PPP unit partnerships for PPP qualification process, including identifying possible PPP projects, recommended procedures, policy input (GOC, 2009).

In order to improve on delivery of services in Australia, the government encouraged decentralization, the transfer of power from the state to the ministries. Thus fostering greater autonomy among ministries and other public agencies. It adopted strategic management principles and charters to define services to citizens. Introduced concept of accountability in evaluating public servants to promote efficiency of projects in reducing costs, in public agencies which was achieved by defense ministry, centrelink today offers over 70 services and have agreements to give local administration opportunity to offer services. The Australian government is now involved in partnerships where suppliers are involved in the definition stage of Projects and it has adopted.

South Korea case, under the Build-Transfer-Lease program, (Nam, 2006) the PPPs tabling organizations are highly centralized and isolated with little involvement or non-governmental agents. The ministry of strategy and Finance (MOSF) develops PPP policy and

establishes Korean government's comprehensive PPP investment plans, through creation of an annual PPP plan and guidelines document. The implementation of the PPP projects are undertaken by relevant Korean sponsoring agency which undertakes the necessary work to develop the project, conduct feasibility study and value for money appraisal undertaking the procurement process, identifying the preferred bidder and confirm project completion. Korean infrastructure credit Guarantee Fund (KIGGF) provides funding guarantees to private providers, 9NAM, 2009).

Similarly in India, there are scale-up PPPs/CSR good practices in place as multi-stakeholder partnerships. The tool book on PPPs/CSR best practices produced by the Confederation of Indian Industry (CII) and UNICEF. However, there is currently no official CSR policy in place which could contribute to more efficient partnerships (UNICEF, 2010).

PPPs in China involve two board tiers, interprovincial projects or projects that are of national significance requiring major financial investments and provincial or local projects that are of much more modest scale. Approval of both types of projects is centralized under the National Development and reform Commission (NDRC) but nationally significant projects are approved by the state council level as well (Go PRC, 1995). The responsibility for project development and procurement falls to the applicable authority for both types of projects (Go PEC, 2004)

However in Bangladesh, the establishment of a full-fledged PPP/CSR unit within the ministry of Education aims to ensure all partners understand the scope and limits of partnerships, offer complete information on the practices and regulation associated with each scheme. CSR Centre set up with patronage from Bangladesh Enterprise Institute (BEI) is yet to develop CSR policy guidelines for education support, develop a tracking/documentation system and generate best practices for equity focused programmes.

Across Latin America in Chile, centrality of decision making and strong political commitment for pursuing PPPs with ministry concerned and partial scrutiny by ministry of finance and public auditor has culminated in a series of corruption and irregularity trials this has slowed the growth of PPPs in the country (Stephane F. Jooste, Scott WR, 2009).

Similarly in Brazil, law to institute the PPP modality of contracting in Brazil was initiated in 2004. The public sector would contract private sector to render services and to build up infrastructure facilities of economic or social interest by means of private financing and sharing of risks. This involves creating a regulatory mark that provides the private sector with reliable conditions to build and operate enterprises of public interest, especially those with projected lower financial return. This they argue would lead to sustainable growth of the country (Anderson, 2004).

In South Africa, the government department (sponsoring agency) identifies and develops the project concept, carrying out the feasibility study conducting the procurement phase and obtaining treasury approval after each step. After contract signature the sponsoring agency is also responsible for monitoring and regulating performance despite resolution and reporting to the auditor general. Due to the complexity of the project development process, sponsoring agencies generally appoint transaction advisors to carry out the project preparation and approval process on their behalf (Levinsohn & Reardon, 2007). However the process for planning of PPPs in South Africa is not integrated into the overall sector planning by the implementing agency. Instead PPPs are often done on an opportunistic basis which limits the extent to which they can be used effectively in any sector. The National Treasury PPP unit is limited in its ability to advance PPPs in specific sectors as well as in advancing PPPs to sub-national governments (SPAID, 2007).

Kenya's dalliance with PPPs had been for a short time before being reversed to private sector without setting proper rules and regulations. This as soimded by the Minister for planning

El Arabi, would not guarantee achievement of economic growth. Thus by addressing technical aspects such as pre-feasibility plan which measures the cost of the service provided by the public sector and to review the cost of production, and financial risk would ensure success of the projects (Daily News, August, 2013). Thus the Government of Egypt has taken the initiative to introduce PPP policy and program through the establishment of PPP central unit within the Ministry of finance. This identifies pilot projects together with responsible line ministries, sets national guidelines for implementation standardizes PPP contracts, provides technical support to infrastructure line ministries and monitors the implementation of PPP projects (PPPCU, 2010).

In Nigeria, through partnership with USAID, planning through identifying priority areas, contacting potential partners, pitching the alliance idea Resigning the specific intervention besides funding organizations or implementing organizations with committed funding partners through annual Global Development Alliance (GDA), Annual Program Statement (APS) has **been** undertaken amidst backdrop of early challenges which faced PPPs in Nigeria. This requires four steps whereby technical team needs are identified comprehensive strategy is developed, review of a PPP concept note is developed then action memo is drafted.

In East Africa the situation is not even rosier. PPPs have met little success in performance. This is owed to lack of audit guidelines for PPP projects audits, risk analysis not carried out while reporting has been difficult leading to non communication of important information. Thus challenges brought by lack of law in place, no dedicated PPP unit to provide advisory and technical services, Training and capacity development, no central management of PPP programs lessens the impact of these projects (Nyapendi, 2012).

Thus **in** Kenya, to date there is no single document that comprehensively sets out the **Policy** and institutional framework for PPPs, the concept is well grounded both in GoK **engagement** and sectoral implementation discourse with the private sector. PPPs in Kenya are **governed** by two Acts, the privatisation and procurement and disposal Acts. These established

procedures for procurement and the privatization programme. This has seen privatization of Kenya Railways concessioning to Rift valley Railways consortium which in the long run has not improved the rail services as earlier anticipated. Thus the need to provide legislative and regulatory framework at national, across the country and regional levels are needed to reduce delays in concession deals (Ongolo D,2006). This is what prompted my study on factors influencing performance of public-development partners collaborative projects in Kenya; a case study of Kisumu Municipality.

2.4 Implementation and Performance Projects

Cooke & Tate (2005) define implementation as a shift from defining what needs to happen to actually doing the work. It is a cyclic process of a proactive work, actually, reacting to variances between the plan and actual results, and controlling against results. The team's focus is on carrying out the defined tasks and working together to create the deliverables while ensuring the project need or outcome is met. Actual effort and costs are compared against estimates, variances are identified, trends are assessed and decisions are made to take corrective action.

The nature of the implementation process will depend on the type and size of the project. Scope, time, cost, risk, quality, project organization, human resources, communications and procurement must be managed. Successful implementation of a project depends upon good Planning, clear rules and responsibilities; continuous monitoring of stakeholders; vigilant communication practices, team management skills; ability to manage variance; and clear and appropriate record keeping (Anderson, 2004)

European Investment Bank (EIB) have principles that underline various approaches awards PPPs. The bank requires that PPP projects supported by it are financially robust,

economically and technically viable, meet the banks environmental requirements and are completely tendered in accordance with the EU procurement rules. The bank applies the same criteria of value added to PPP financings as to all other sectors,. EIB becomes involved in project at an early stage, prior to commencement of procurement, with the bank working on a **non-exclusive** basis with all bidders (Subject to their technical capacity and financial standing) during the bidding phase (EIB, 2004).

In the United Kingdom, to ensure that the PPPs meet their needs, they have structured the deals in various forms. They have a design, build, finance and operate (CBFO) structure to that effect or arranged deals as joint ventures., this ensures that standardization and faster, simpler and cheaper procurement (UN/ECE FORUM, 2000).

However in South Korea, the MOSF controls the quality of projects delivered by Line agencies through the review of quarterly PPP implementation status reports., most of the decisions on large PPP deals are delegated to a specialized entity within MOSF, the Project Review Committee. Public and Private Infrastructure Investment Management Center (PIMAC) offers technical assistance during execution of project, reviews project proposals, help negotiate concession contracts and disputes. Board of Audit and Inspection (BAI) provides independent oversight of the PPP process, auditing the practices of the line agency (NAM, 2009).

The Maldivian PPPs require key stakeholders to explore various dimensions of PPPs and CSR in a more targeted manner for gains in quality and equity while despite the robust presence of ppp_s

in Pakistan, they have not put in place a focal officer and are in process of creating Proper frameworks for CSR and PPPs whilst a toolkit for PPPs/CSR needs to be prepared with regular updates for wider awareness. The regulation arrangement for private sector institutions is

^{oc w}ith undercurrents of poor governance at times and as Bano (2008) argues, PPPs cannot ^{rev}e their intended successes without addressing challenges of access, quality or equity.

In India the highly fragmented and decentralized nature of program entails a multitude of governmental organizations providing alternative routes for project implementation in an uncoordinated manner. These organization include PPP units at the national and state level, as well as within same sector specific bodies. In addition, a variety of local development agencies.

John Kamensky & Burlin (2004) noted that once a partnership has been established, the public sector must remain actively involved in the project or program at all levels to ensure its success. Thus, the government of Mexico once it has teamed up with the private sector to build bridges, highways and other collaboration, she ensures provision of proper economic and industrial policies, labour development programs focusing on public sector employees are enforced to ensure success of partnerships are achieved.

In case of Senegal ,PPP provided low quality service in education because the private partners wanted to make money and therefore cut costs thus by compromising control and supervision the end product was poor performance of the projects(Nordveit,2005).

Awortwi(2004),while researching 011 private involvement in local governments (LG) service provision in Ghana exposes the gap between PPP policy expectation and outcomes which they attribute to getting the fundamentals wrong. There was no evidence of PPP improving service quality ,no cost savings instead the LG users were paying more than when they used to get the services delivered directly.

Republic of South Africa has the implementing agencies currently having to go through a very detailed analysis to justify PPPs, but no comparable analysis is required to justify the use of traditional public procurement, nor is analysis required to justify the selection of a public sector Provider . Considerable confusion exists among implementing agencies , in particular the Municipalities, over the degree of risk sharing the PPP unit would consider substantial under Treasury Regulation 16. Many municipalities assume any involvement of the Municipalities is subject to the Municipal Finance Management Act (MFMA) and Municipal Systems Act (MSA). Municipalities may

therefore avoid entering into, for example, management contracts or other arrangements which could be beneficial because they perceive the regulations as onerous relative to the small size of the management contract (SPAID,2007).

In East Africa, the private sectors in the sub region have limited organizational capacities,inadequate professional and technical staff and lack of financial resources.Moreover,they are unable to mobilize capital inputs to sustain their privatisation operation.Uganda through approval of Ministry of finance,planning and economic development has established a PPP unit to be the centre of expertise and knowledge of PPPs. These provide advisory services and technical assistance,training and capacity development to government ministries and agencies in PPP preparation development and procurement^nonitors and facilitates the implementation of priority PPP ograms and projects establishes and manages a central database of PPP programs and projects. Line ministries, agencies and local government monitors and evaluates PPP project to ensure infrastructure and services are being delivered in accordance with PPP arrangement (PPP Policy,2010).However despite these structures being in place performance ofthe PPPs have not been convincing.

PPP poor performance in Kenya thus africa included is attributed to the inappropriateness of the policy framework especially its failure to provide for the regulation control and supervision of the private sector activities and facilitate its efficiency objectives(Karanja,2003).Thus this study was prompted to find out factors influencing Performance of public-development partners collaborative projects in kenya; a case study of k'sumu municipality.

2.5 Redress Mechanisms and Performance of Projects

To maximize development impact, public and private sector policies in each country need to be coherent and complementary. IFIS should strive to focus on opportunities that best leverage national public and private sector strategies.

Canadian government has begun to develop a more efficient model of service delivery. Although she still relies on traditional methods, new approaches based on collaboration with private sector have been introduced over the past years. The government is currently exploring innovative partnership formulas emulating the experiments conducted in the United Kingdom. Thus, a federal-provincial-territorial task is assessing the value of these formulas as they apply to highway construction (CCPPP, 1998).

In the United Kingdom, special units to provide advice and support to projects have been established in various departments to provide advice and how of projects carrying through. The sign-off arrangements have imposed a discipline on the public sector client with well defined criteria that have to be met. Thus setting a useful benchmark and communicated clear expectations (UN/ECE FORUM, 2000).

Thus in an effort to improve on delivery and quality of services offered in Australia, the government policy supports a total asset management system approach to acquiring, maintaining and upgrading physical assets to provide services to the community. By replacing the traditional procurement approach under the new approach of public-private sector Partnership, delivery of services are enhanced. (UN/ECE FORUM, 2000).

South Africa in an ongoing effort, is trying to establish a sector-specific project planning Process for public private partnerships standardization of documents tailored to specific sectors as the PPP unit has done. For example with the tourism toolkit has seen success in PPPs. By Commending that specific sector analysis begins with the premise that it does not matter which level of government has responsibility for providing the service, the level of government has

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responsibility for providing the service ,the level of the government is clearly relevant in the final analysis and eventual implementation .This allows for some innovation in thinking about how best to structure PPPs in any given sector (SPAJD,2007).

Based on challenges facing PPPs and with no clear guidelines on ppp put in place in Uganda,professor Ronald Fischer, **advised** the **Ugandan** Government to set up transparent systems and ensure competitive **bidding** to curb corruption in PPP **tenders** for infrastructure development This can be easily achieved through publishing all information about all ongoing PPPs so that the public can uncover **abuses and** put pressure on the Government to do the right thing (Kulabako,**Sunday monitor**,2013).Thus ,the existence of a functioning legal **and regulatory** framework reduces opportunistic tendencies (Kuttner,1997).

In Tanzania, the Ministry of health (MOH) developed key performance indicators and outputs for accessing PPPs in health service delivery in the country.The indicators are degree of collaboration among partners in terms of numbers, the contribution of the private and public sector in partnerships and client satisfaction rate.The performance of PPPs was expected in form of implementation strategies and timeframes.Policy and review was to be completed by 2001, mechanisms for promoting PPPs discipline were to be in place by 2002.Guidelines to private providers to enable them qualify for government support,and mechanisms for joint inspection of health facilities and employees were to be in place by 2002(Mott,2000).However, challenges are still being experienced either through locking out private service providers in participation and planning leading to lack of commitment and accountability(Josephat Itika et al,2011).

PPPs in health sector in kenya have received their measure of successes in securing Political support for PPPs in health and for PPP, dialogue mechanisms apart from building trust and spirit of collaboration between the sectors .However acceptance of PPP is not supported by the structures that can sustain the collaboration process overtime is lacking . Coupled

responsibility for providing the service ,the level of the government is clearly relevant in the final analysis and eventual implementation .This allows for some innovation in thinking about how best to structure PPPs in any given sector (SPAJD,2007).

Based on challenges facing PPPs and with no clear guidelines on ppp put in place in **Uganda**,professor Ronald Fischer, advised the **Ugandan** Government to set up transparent systemsanmd ensure competitive bidding to curb corruption in PPP tenders for infrastructure development This can be easily achieved tohrough publishing all information about all ongoing PPPs so that the public can uncover abuses and put pressure on the Government to do the right thing (Kulabako,Sunday monitor,2013).Thus ,the existence of a functioning legal and regulatory framework reduces opportunistic tendencies (Kuttner,1997).

In Tanzania, the Ministry of health (MOH) developed key performance indicators and outputs for accessing PPPs in health service delivery in the country.The indicators are degree of collboration among partners in terms of numbers, the contribution of the private and public sector in partnerships and client satisfaction rate.The performance of PPPs was expected in form of implementation strategies and timeframes.Policy and review was to be completed by 2001, mechanisms for promoting PPPs discipline were to be in place by 2002.Guidelines to private providers to enable them qualify for government support,and mechanisms for joint inspection of health facilities and employees were to be in place by 2002(Mott,2000).However, challenges are still being experienced either through locking out private service providers in Participation and planning leading to lack of commitment and accountability(Josephat Itika et **aUOII**).

PPPs in health sector in kenya have received their measure of successes in securing P°itical support for PPPs in health and for PPP, dialogue mechanisms apart from building ^{0vvi}ng trust and spirit of collaboration between the sectors .However acceptance of PPP ^P* by the structures that can sustain the collaboration process overtime is lacking . Coupled

with limited funding for scaling up successful health partnerships (Cheruiyot S, 2006). And as ONGO LO (2006) puts it there is need to review service delivery mechanisms and the institutions that provide the service. Thus this study was prompted to find out factors influencing performance of public-development partners collaborative projects in Kenya; a case study of Kisumu Municipality.

2.6 Measures Strengthening Performance and Performance of Projects

The US government introduced policies designed to downsize public administration, make it more accountable and improve its responsiveness and efficiency. Through policies like 1993 (Government Performance and Results Act, 1996; Information Technology Management Reform Act; and the National Partnership) for reinvention States Cities, Municipalities seeking to improve performance through new models of operation, cooperation across agencies and sectors. The government focused on procurement reform that led to more flexible purchasing and negotiating models that promote greater private sector involvement in decision making process and focus on pay for performance based on result oriented agreements.

Canada's collaboration experience with respect to public service delivery is interesting and diversified but according to Economic Development Canada (1998) it remains very pragmatic, with no firm direction or suitable regulatory framework. Certain projects have been criticized and it has been claimed that the private sector solely takes advantage of the benefits derived from such an approach.

In Netherlands, a project proposal of the World Bank in cooperation with BNPP (Bank Netherlands Partnership Programme) says that constraints on public budgets and human resources for health and education mean their governments need to find cost effective ways of

drawing on the private and non-profit sectors for delivery of services and getting the best performance out of publicly paid providers (Draxler, 2008).

PPPs are often difficult to assess clearly as Monbiot (2002) attributes. While Davidson (2002) in his assessment of PFI's in Britain notes that accounting rules are hardly objective and they are open to interpretation and manipulation. Their obscure status of many PPPs in the United Kingdom owes to few people having grasped its implications and many of the crucial details are hidden from the public view under the commercial confidentiality. This as La Rocque (2007) asserts has promoted the government to adopt the most commonly used structure, DBFO (Design, Build, Finance, Operate) where a private sector partner takes on the provision and long term operation of a facility in line with Ministry's specifications. The private sector consortium is paid regularly from public money based on its performance throughout the contract period. If the consortium misses the performance targets, its payment is reduced.

In United Kingdom, pioneer of public sector involvement in public service delivery. The launching of successful PFIs to speed up and facilities PPPs for infrastructure had been criticized for its bureaucratic red tape and very high costs involved for tendereres. Thus treasury task force created and mandated to guide project managers through the bureaucratic maze in order to facilitate the development of their projects by providing a management guide and a series of cases illustrating best PPP practices. Computerization of army recruitment centre and training of army's helicopters pilots, takeover of employee recruitment and job searches by Private sector has led to reduced costs (Heeks, Richard, 1994)

Public is used to measure government intervention producing satisfactory results, however, several provinces are offering management guides to efficiently support the efforts of Ministries, agencies and local administration (DoBell et. Al, 1997), (peters et al. 1998)

dovich et al (2005) notes that partnerships in India faced with the challenge of unbalanced resources commitments, opted for working style based on a self trust based approach to

accountability between the partners backed up with hard approaches, such as auditing to provide critical guarantees to external stakeholders. The partnership took a strategic decision to work towards quickly becoming a self sustaining organization, free from dependence from only one donor, rather than develop a more bureaucratic governance structure designed to mitigate power imbalances within the partnership.

Brazil government has made changes on project implementation by introducing Special Purpose Vehicle (SPV) to adopt standardized accountancy and financial statements, according to the rules to be established by the Federal executive branch. Such provision derives from the concept of corporate governance, which assumes that the accounts and how the company is managed must rely on transparency for the stakeholders and the state, avoiding management and frauds. A new modality, combining bidding and auction, with its own rules for qualification is to be established. The goal of this initiative model is to add flexibility to the guarantee of delivery of the contracted services (Anderson, 2004).

Besides the National Treasury PPP unit of South Africa promoting good quality PPPs and educating implementing agencies on how to go about procuring PPPs, a separate entity established, focuses in the short term, on a single transformational infrastructure sector. This entity focuses on project origination and development, and technical assistance to the implementing agencies. This new entity is to be located and structured in such a way that implementing agencies view it as a much needed source of assistance, and not as a regulator. It will also focus on more active marketing of specific PPPs through incentives to market specific transactions (SPAID, 2007).

In an effort to improve public services in Tanzania, there was need to devolve more power to the local level, the local Government Reform Programme was formulated as a policy instrument to facilitate decision making and accountability in municipalities and district councils on public related matters amongst others. These efforts are aimed at decentralizing

accountability between the partners backed up with hard approaches, such as auditing to provide critical guarantees to external stakeholders. The partnership took a strategic decision to work **owards** quickly becoming a self sustaining organization, free from dependence from only one **lonor**, rather than develop a more bureaucratic governance structure designed to mitigate power imbalances within the partnership.

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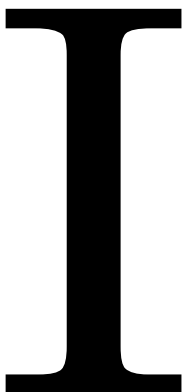
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personnel, planning and financing decisions of service delivery to the districts. Implementation of health plans is monitored and additional funds are withheld if standards of achievement are not accomplished (URTJ998).

To curb the challenges that have come with implementation of PPPs in Uganda, the government has developed a policy framework which entails a structured approach assessing projects with PPP potential. This approach is based on carrying out a detailed feasibility study to show that the public stands to win in terms service, cost and quality as well as insuring that the projects are affordable and will provide value for money. The Auditor general will periodically carry out value for money audit of the PPP projects and the PPP program as a whole. This will evaluate whether the resources involved in the PPP program are achieving the stated aim of improving effectiveness of private sector investment in public infrastructure and efficiencies in the delivery of the services. (PPP Policy, 2010).

To enhance transparency in the implementation of privatization program in Kenya, the NARC government through the new privatization Act is in the process of establishing a Privatization Commission which will implement all privatizations involving transfer of a public entity interest in a state corporation or other corporation, the transfer of operational control of a state corporation or a substantial part of its activities and other privatization prescribed by regulations. This comes amidst the backdrop of increased collaborations to accelerate development though these projects have not come with full successes with some stalling or taking a longer period of completion time. That is why this study focuses on the factors influencing performance of public development partners collaborative projects in Kenya; a case study of Kisumu Municipality.



2.7 Theoretical framework

This study was modeled on the systems theory of management developed by Ludwig Von Bertalanffy in the early 1950s. The systems theory is an alternative to the classical and neoclassical theories of organizations which the researcher felt cannot suffice because of their emphasis on project performance components as fragmented and closed units independent of external forces (Backer, 1973). The only meaningful way to study a collaborative project is to regard it as a system. Thus projects should be managed more like organizations whereby the management of project resources, project planning, project implementation, redress mechanisms as well as project strengthening measures are innovated and re-innovated to realize the importance each part makes to the whole, and the necessity of eliminating the parts that make negative contributions.

Systems theory focuses on complexity and interdependence of relationships. A system is composed of regularly interacting or interdependent groups of activities / parts that form the emergent whole. In the context of performance of the public - development partners' collaborative projects, this theory applies in synthesizing management of project resources, project planning, project implementation, redress mechanisms as well as project strengthening measures with the development partners and staff dynamic factors to achieve an improved performance of collaborative projects. Part of systems theory, system dynamics is a method for understanding the dynamic behaviour of complex systems. The basis of the method is the Cognition that the structure of any system; the many circular, interlocking, sometimes time-delayed relationships among its components, is often just as important in determining its behaviour as the individual components themselves. Systems theory takes much more of a holistic view of organizations, focusing on the total work organisation and the inter-relationships structures and human behaviours producing a wide range of variables within

organizations. This helped in the understanding of the interaction between various variables in the performance of the collaborative projects including the human dynamics and the external environment in enhancing the performance of such projects.

As adapted in this study, the systems theory holds that management of project resources, project planning, project implementation, redress mechanisms as well as project strengthening measures influence the performance of the public - development partners' collaborative projects.

2.8 Conceptual Framework

The conceptual framework consisted of three variables; the independent variables, moderating variables and the dependent variables. It exemplified the relationship between management of project resources, planning for projects, implementation of projects, redress mechanisms and measures strengthening performance as the independent variables; staff dynamics and partner dynamics as the moderating variables and performance of public-development partners' collaborative projects as the dependent variable.

From the framework, it could be noted that the independent variables of management of project resources, planning for project, project implementation, redress mechanisms and measures strengthening performance influenced the performance of collaborative projects. Resource management was defined in terms of finances, human resources, materials, facilities and equipment. Planning was considered in terms of decision making, stakeholder participation, documentation and the roles of both partners. Project implementation was defined in terms of Procurement of resources, supervision, reporting, M&E. Redress mechanisms on the other hand were exemplified in terms of review of plans, improved control mechanisms, motivation and minimizing time and cost deviations; whereas measures that strengthen performance included staff competence, conduct of public officers, consultations in decision making as well as money auditing. When these variables interact favorably in the presence of motivating

variables of partner and staff cooperation and competency then the project goals would be achieved in a timely manner, within the confines of the budgetary resources, quality and satisfactorily it is considered to have performed highly.

Figure 2.1 Figure for the Conceptual Framework

Independent variable

Management of Project resources

- » Financial resources
- » Human resources
- » Materials
- » Facilities and equipment

Planning for project

- Decision making
- Stakeholder participation
- Documentation
- Roles and responsibilities of the partners

Project implementation

- Procurement of resources
- Supervision
- Reporting
- Monitoring and evaluation

Redress Mechanisms

Review deviations on plans
Strengthen control mechanisms
Motivations
Minimizing time and cost deviations

Measures strengthening performance

- 1 Competent staff
- (Conduct of public officers
- 1 Consultations in decision making **ved**
- 1 Frequent money auditing

Dependent variable

Performance of collaborative projects

- Timeliness
- Cost effectiveness
- Quality
- Completion rate
- Satisfaction level

Moderating variable

Partner / staff dynamics

- Communication
- Cooperation
- Competency
- Attitude

From the preceding discussions it was realized that projects are the vehicle for development; and development is the only means of alleviating poverty, curbing diseases, increasing access to services and thus improving the living standards of the citizenry. Projects, however, cannot be accomplished without the input of resources. In a situation where the resources are available, the realization of such projects will require planning for the utilization of the resources and a delicate balance of proportioning these resources in order to realize the desired output. From the published and authoritative sources, it has been realized that such **combination** is a preserve of managers. A project is like an organisation and management of a project is like managing an organisation. A systems approach requires that all the stages involved in project management right from the input, processes, outputs, outcome and impact be treated as an open system which interacts with the external environment in a dynamic manner. The successful realization of projects goals therefore hinges on how all these interacting elements are carefully managed, invented and re-invented for purposes of meeting the desired objectives which is the service delivery.

As it has emerged from the literature reviewed, the performance of public - development partners collaborative projects hinges on how the independent constraints (Management of project resources, planning, implementation, redress mechanisms and measures strengthening performance) are carefully managed to ensure that the desired objective, the dependent variable, which is a project that is completed in a timely manner, at a minimal cost possible, having the quality, ensuring prompt completion rate, thus improving satisfaction level is attained.

²⁹ **Conclusion**

Successful realization of a collaborative project is dependent on proper planning, careful implementation of the plan with optimal management of resources. The extent of such

contribution and factors that play in moderation to such variables in public - development partner collaborative projects is the subject of this study.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter describes the methods that were used in die study to realize the research objectives. It includes a description of the research design, target population, sample size and sampling techniques, description of data collection instruments, validity and reliability of the instruments, data collection procedures, techniques of data analysis, and ethical considerations in the research process.

3.2 Research Design

Research design is a method that provides a framework through which the researcher gathers and presents the data (Oso & Onen, 2008). This study was conducted using descriptive survey research design. This employed a non - probability sampling technique. Kothari (2003) describes descriptive survey design as a rigid design which focuses attention on formulation of objectives, designing methods of data collection, selecting the sample, collecting the data, processing and analysing the data then reporting the findings. According to Cohen & Lawrence (1995), descriptive design gather data at a particular point in time with the intention of describing the nature of existing conditions or comparing the relationship between specific events. Welman and Kruger (2001, P.62) contend that the advantage of non - probability samples is that they are less complicated and more economical than probability samples. The method was considered appropriate because of its usefulness in investigating population by electing samples to analyse and discover occurrences. It was deemed relevant because the issues investigation were social issues that existed within the target community. It was therefore ^{ler} and simple to conduct with the kind of information that this type of research required.

3.3 Target Population

Kisumu Municipal Council was purposely chosen as a representative LA because of its metropolitan nature and size. This is because it houses Kisumu City, one of the fastest growing cities in Kenya. The city is on the convergence point of the Trans African Highway and is therefore well connected with Uganda and Tanzania and by extension Rwanda, Burundi and DRC Congo in the west, Zambia to the south and Sudan to the north. The study population of this area comprised the mayor, all the six committee chairmen, the town clerk, all the 14 chief officers and the District Development Officer (DDO). The target population was a total of 23 people. Out of these, questionnaires were administered to 15 chief officers including the town clerk whereas the rest were interviewed. This was found to be ideal because the nature of information to be investigated was focused.

3.4 Sample Size and Sampling Techniques

3.4.1 Sample Size

A sample is part of the target population (or accessible) population that has been procedurally selected to represent it. In this study, the sample consisted of 28 respondents in total comprising 1 mayor, 1 town clerk, 6 committee chairmen, 5 councilors, 9 heads of department, 1 district development officer and 5 project representatives of the development partners selected from the target population. The distribution of the sample was chosen according to the area of focus for the information. For example, five councilors were chosen as representatives of the wards where the projects were implemented.

3-4.2 Sampling Techniques

The

study employed purposive sampling techniques. Purposive sampling technique was used to

select the

sample population. Purposive sampling technique is a technique that allows a

researcher to use cases that have the required information with respect to the objectives of the study. Cases of subjects are therefore handpicked because they are informative or they possess **the** required characteristics. In this technique, the researcher consciously decides who to include in **the** sample basing on the kind of information he/she requires. The researcher was convinced **that** the nature of information that was required was focused on particular category of individuals. For instance the implementing teams were composed of chief officers directly **involved in** the sampled projects. Policy issues were directed to the civic wing, which is charged **with** formulation of policies. Oversight issues were directed to committee chairpersons and **issues** to do with the development partners were directed to the representatives of such **organizations.**

Purposive sampling technique was therefore used to ensure that the focused information is **collected** by selecting typical and useful cases only. This was to help in saving time and money. **All the** 5 projects were considered in the sample. The key implementers were then identified, **and the** kind of information needed was used to determine the implementers to be sampled. See **Figure 3.1** below.

Fable 3.1 Sampling of projects

Development Partner	Project	No. of key Implementors	Status	No. of Sampled Projects
gjj^A	Rehabilitation of Jomo Kenyatta Sports Ground	10	Completed	1
^ HABITAT	KISWAMP	10	Ongoing	
LV RUC	EPC	10	Ongoing	
En	Modern Markets	10	Stalled	
APn	Kisumu Urban Project	10	Negotiation	

*oUrce: **Researcher**

3.5 Description of Data Collection Instruments

Questionnaires, interviews and documents analysis were used as the main tools for collecting data in the field.

Questionnaires

Questionnaires are a collection of items to which a respondent is expected to react, usually in writing. These were administered by the researcher and his assistants with the aim of obtaining the views and opinions of the respondents on particular issues affecting the performance of public/development partners' collaborative projects. This method was chosen because most of the respondents were literate and it was therefore not necessary for the observer to personally administer it. It equally saved on time and by extension, the cost of data collection as it was faster, with higher rate of response. Both open ended and closed ended questionnaires were used. The questionnaires were administered to the chief officers of the council, who are the implemented of the collaborative projects.

Interviews

interviews are person to person verbal communication in which one person(s) asks the other questions intended to elicit information or opinions. It was intended to collect information that cannot be directly observed or are difficult to put down in writing. It was equally intended to capture meanings beyond the words. Interview schedule was provided to guide the interviewer. Interviews were administered to the mayor, the committee chairpersons, councillors and the district development officer. This was meant to enable the researcher to get in-depth information on the issues under consideration.

Document analysis

Document analysis entailed the critical examination of recorded information related to the issue under study. Document analysis was used in this study to obtain unobtrusive information at the pleasure of the researcher and without interrupting the researched. Such information was necessary to give documented details of the collaborative projects within the council, cost breakdown, contracts signed, contractual requirements, and progress reports of the same. These were to complement other data obtained from the two preceding methods.

3.6 Quality Control (Validity and reliability of instruments)

The quality of a research depends to a large extent on how accurate the collected data is in meeting the stated objectives of the study.

3.6.1 Pilot Testing of the Instruments

According to Mugenda & Mugenda (2002), pilot testing is essential in a study as it helps to refine research instruments so that the intended information is accurately captured. The instrument was pretested in two smaller local authorities that were undertaking collaborative projects within the western region namely; Bondo County Council that was undertaking an environmental pedagogy collaborative project with Lake Victoria Region Local Authorities Cooperation (LVRLAC), and Bondo Town Council, which was undertaking a water infrastructural project in collaboration with UN-HABITAT. The purpose of this pilot test was to help in validating research instruments and ascertain their validity and reliability; help in identifying problems, deficiencies in instruments and help make recommendations on how to improve on it so as to obtain the anticipated data for the study. This would ensure that the data used in the analysis were relevant to the research questions. It helped in clarifying the ambiguity in certain items.

The questionnaire was administered to a small number of key respondents from the population (12 respondents). These respondents were not to be part of the sample population. After two weeks, the same instruments were administered to the same respondents. Since the **second** test produced almost similar results, the instruments were seen to be reliable. Similarly the same instruments produced response that showed the factors that influenced the performance of public - development partners' collaborative projects. No other unrelated information was forthcoming, thus proving that the instruments were valid.

3.6.2 Validity of Research Instruments

Validity is the extent to which research results can be accurately interpreted and generalized to other populations. It is the extent to which research instruments measure what they are intended to measure (Oso & Onen, 2008). Validity has to do with the accuracy of data obtained in the study in relation to the variables of the study. Mugenda (2008) confirms this by defining validity as the degree to which an instrument measures what it purports to measure. It is however not possible to estimate validity from the instrument but from the data collected using the instrument. Researchers have come to define validity as the accuracy, truthfulness and meaningfulness of inferences that are based on the data obtained from the use of a tool or a scale for each construct or variable in the study. Content validity was done using the results of the pilot study. The data collected during the pilot testing was prepared, analysed and interpreted. Based on the outcomes, the instruments were reviewed further in readiness for data collection. The researcher also had the instruments appraised and amended by experts in the area of the study. Through the pilot study systemic errors were minimized, and ambiguity in the questionnaires eliminated before the actual study was carried out.

3.6.3 Reliability of Research Instruments

Reliability as defined by Cooper & Schindler (1998) is being able to secure consistent results with repeated measures of the same person with the same instruments. Reliability referred to the extent to which the data collection techniques or analysis procedures would yield consistent findings. It is thus a criterion that referred to the consistency of data stemming from the use of a particular method (Taylor et al, 2008). Data was collected using questionnaires and interview schedules. Different questionnaires were administered to the chief officers from the municipality. In-depth interview schedules were equally administered to the Mayor, Committee chairpersons and the District development officer (DDO) to corroborate the data provided by the chief officers.

3.7 Data Collection Procedures

Permission to proceed to data collection phase was granted by the University of Nairobi. An introductory letter (Letter of transmittal) was granted from the resident lecturer which was then forwarded to the National Council for Science and Technology for authorization to undertake research in Kisumu Municipality. This was then endorsed by the District Commissioner and the District Education Officer as was directed by the office. Collection process started with training of research assistants to ensure that they were competent enough to carry out the exercise. The researcher and his assistants then visited all the targeted offices, departments and project areas for purpose of familiarization, distribution and administration of data collection instruments. Data was collected using questionnaires and interview schedules. Questionnaires were administered directly to the chief officers from the municipality in charge various departments related to the projects. In-depth interview schedules were equally administered to the Mayor, Committee chairpersons and the District development officer (DDO) to corroborate the data provided by the chief officers. Data collection process was conducted during working hours.

3.8 Data Analysis Techniques

Data analysis seeks to fulfill research objectives as it provides answers to research questions. The choices of analysis procedures depend on how well the techniques are suited to study objectives and scale of measurements of variables in question (Bryman & Cramer, 1997). The data collected was organized for analysis using descriptive statistics particularly the percentages and frequency counts. The result was presented using frequency tables and discussions for purposes of showing extent and trends of various factors in contributing to performance of public - development partners collaborative projects. Qualitative data received from the field was transcribed, organised in various relevant themes and reported as they emerged. Inferences were made based on the results.

3.9 Ethical Considerations

The issue of ethics is very important in research. Despite the high value of knowledge gained through research, knowledge cannot be pursued at the expense of human dignity (Oso & Onen, 2008). The major ethical issues of concern for this study were informed consent, privacy and confidentiality, anonymity, researcher's responsibility and the nature of the research subject. Obtaining relevant documentation entailed gaining access to specific lists and files which was viewed in some quarters as an infringement on the privacy and confidentiality of the respondents. However the respondents were given the leeway to ignore items that they did not wish to respond to. The researcher equally identified, disclosed and managed conflicting interests while inducting the study. The research assistants were equally trained to maintain approachable attitudes while dealing with the respondents on all issues that needed more clarification.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the study which have been discussed under thematic and sub thematic areas in line with the five study research objectives. These included the management and performance of development partners collaborative projects, project planning and performance of public development partners collaborative projects, implementation and performance of public development partners collaborative projects, redress mechanisms and performance of public development partners collaborative projects and measures to improve performance of public development partners collaborative projects.

4.2 Response Return Rate

All the questionnaires administered to the questionnaires were returned, this was 100% return rate. A one week allowance was given before collecting questionnaires administered to the Heads of departments. Collection of the questionnaires was enhanced by self administering the questionnaire on the spot or from staff members engaged as research assistants on agreement, who collected the questionnaire from other departmental heads. The questionnaires in latter case were handed over to the researcher by the research assistants.

4.3 Demographic characteristics of respondents

The study found it necessary to get information about respondents who participated in study. The demographics touched on gender, age of respondent's level of education, work experience involvement in the projects. This information was important for the study since it would provide the necessary data enquired to determine whether these characteristics would

determine whether these characteristics would determine the performance of public development partner's collaborative projects.

4.3.1 Age of the respondents

The study sought to establish the age of respondents and thus was guided by the question asking the respondents to tick the age bracket they fell in. This information was important for the study since it would help determine if age was a factor influencing performance of public development partners' collaborative projects. The responses are thus indicated in table 4.1

Table 4.1: Age of respondents

Respondents	Male	%	Female	%
Age bracket	Frequency		Frequency	
20-30	0	0	0	0
31 -40	3	20.0	1	6.67
41 -50	4	26.67	2	13.33
51-60	3	20.0	2	13.33
Total	10	66.67	5	33.33

Out of the 15 Heads of departments who participated in the study (4(26.67%) fell between 31-40 years 4(26.0%) males 2(and 2(13.33%) females fell within the bracket of 41 - 50 years while 3(20.0%) males and 2(13.33%) female fell within the age bracket of between 51-60 years.

4.3.2 Level of education of participants

The study sought to examine the level of education of the respondents who participated in the study since this would establish whether they were well equipped to manage the

collaborative projects. The participants were guided by the question which stated that please indicate your level of education. The responses were captured and indicated in the table 4.2.

Table 4.2 Level of education of participants

Level of education	Frequency	Percentage
University /Degree	9	60.00
College/Diploma	6	40.00
High School	0	0
Primary	0	0
Total	15	100

Based on the findings most of the participants 9(60%) were degree holders while 6(40%) were diploma holders. The higher percentage of participants being degree holders correlates to the fact that most departmental heads are degree holders.

4.3.3 Work Experience of the participants

The study sought to establish job experience of the participants and this was guided by the question which stated that for how long have you worked in your current position? This response was vital to the study since it wanted to establish whether the work experience influenced the performance of public development collaborative projects. The findings are recorded in the table 4.3

Table 4.3 Work experience of the participants

Work experience	Frequency	Percentage
Less than 3 years	0	0
4 - 6 years	2	13.33
7 - 10years	6	40.00
Above 10 years	7	46.67
Total	15	100.00

As indicated in table 4.3 the responses show that 2(13.33 %) of the respondents had job experience of between 4-6 years, 6(40%) had job experience of between 7 -10 years while 7(46.67%) had experience of above 10 years. This data was important since it was essential to find out if work experience had an effect on management of public development partner's collaborative projects.

4.3.4 Involvement in collaborative projects

The study sought to find out if the respondents had been involved in collaborative projects. To obtain this data the question that guided the respondents was framed this way, Have you been involved in any collaborative projects within the council? The information was very important since it would enable the researcher correlate the findings with performance of public development partner's collaborative projects. The responses are thus recorded in table 4.4

Table 4.4: Involvement in collaborative projects

Respondents	Frequency	Percentage
Involved	15	100
Not involved	0	0
Total	15	100

Based on the data obtained, all the respondents interviewed **15(100%)** admitted to having been involved in public development partners collaborative projects at one time. This information was important to the study since it would enable the researcher to find out how their involvement in the projects had impacted on the performance of those projects.

4.3.5 Type of collaborative projects involved in

The study sought to find out which type collaborative projects they were involved in. To obtain this data, the participants were guided by this question which stated; 'if the answer is YES, could you please identify such projects? The responses are thus recorded in table **4.5**.

Table 4.5 Type of collaborative projects involved in

Project type	Frequency	Percentage
Rehabilitation of Jomo Kenyatta Sports ground	8	53.33
Environmental Pedagogic Center	9	60
Kisumu Integrated Solid Waste Management	9	60
K'sumu Urban Project	15	100
Modern Markets	10	66.67

The respondents who were interviewed, 8(53.33%) noted having been involved in Rehabilitation of Jomo Kenyatta Sports Ground, 9(60%) being involved in environmental Pedagogic center while a similar number of respondents 9(60%) had been involved in Kisumu integrated solid waste management. All the respondents 15(100%) noted to be involved in Kisumu Urban project while 10(66.67%) of them being involved in modern markets. This data was necessary for the study since it provided the researcher with information to evaluate the performance of the public development partnership projects based on the participant's involvement.

4.4 Management and performance of public development partners collaborative projects

The theme thought to establish the management and performance of public development partner collaborative projects. This was important to the study since the data collected provided various expenses regarding management aspect such as finance, human resources, project materials, cost control mechanism, cash flow management aspects such as finance, human resources, project materials, cost control mechanism, cash flow management, aspects such as finance, human resources, project materials, cost control mechanisms, cash flow management, compliance with budgetary provisions and how they affected the performance of public development partners collaborative projects. One of the objectives that the study established to achieve was; to determine the relationship between management of public development partners collaborative projects and their performance in Kisumu Municipality council. To achieve these objective respondents were asked to answer questions based on various sub - themes.

4.4.1 Management aspects and extent of influence on performance of collaborative projects.

It was important to establish the extent of influence by various management aspects on performance of public - development partners collaborative projects. This information was important to the study since it would enable the researcher to establish if there was a relationship between management aspects and performance of public - development partners collaborative projects in Kisumu Municipal Council. The respondents were guided by the question which stated that; 'In your opinion, to what extent do the following aspects of management affect the performance of public - development partners collaborative projects in Kisumu Municipal Council'. Their responses were recorded in Table 4.6:

Table 4.6 Management aspects and extent of influence on performance of collaborative projects

Management aspects	Extent of influence on performance										
	Very large		Large		Moderate		Minimal		Not at all		
	f	%	f	%	F	%	f	%	f	%	
Finance resource	15	100	0	0	0	0	0	0	0	0	0
Human resource	15	100	0	0	0	0	0	0	0	0	0
Project materials	15	100	0	0	0	0	0	0	0	0	0

From the data obtained most respondents 15(100%) stated that management of financial Sources affected the performance of public - development partners collaborative projects to a large extent. All the respondents interviewed 15(100%) also noted that management of ^ resources affected performance of public development partners collaborative projects.

Similarly the same number of respondents (15(100%)) acknowledged that management of both project materials and facilities affected the performance of these projects to a very large extent, This was important to the study since it is in line with what Cooke and Tate(2005) stated as

success of projects is a cyclic process of proactive performance involving coordinating, planning and controlling.

4.4.2 Management of finance resources and effect on performance of public development partners collaborative projects

The study sought to establish if there was a relationship between management of finance resources and performance of public development partner's collaborative projects. The respondents were thus guided by the question which was stated; kindly rate the following gaps in the order in which they affect the performance of public development partners collaborative projects in Kisumu municipal council. There responses were recorded in table 4.7

Table 4.7: Management of finance resources and effects on performers of public development partners collaborative projects

Management aspects	Level of effect on performance								
	High		Moderate		Low		Total		
	f	%	f	%	f	%	f	%	
Poor Cost control mechanisms	1	6.7	2	13.3	12	80	15	100	
Limited Cash flow management	1	6.7	2	13.3	12	80	15	100	
Non compliance with budgetary provision	1	6.7	1	6.7	13	86.7	15	100	

Based on findings from the data, most respondents 12(30%) noted that back of proper control mechanisms led to low performance of public - development partners collaborative Projects in Kisumu municipal council. However 2(13.3%) and 1(6.7%) indicated that it had moderate or low effect on performance respectively. Similarly most respondents 12(80%) noted poor cash flow management led to low performance on the public - development partners collaborative projects their response was in contrast with 2(13.3%) and 1(6.7%) who noted that

poor cash flow management had moderate and high effect on project performance respectively. It was also noted that 11011 - compliance with the project budgetary provisions had low effect on projects performance as denoted from 13(86.7%) respondents' views. This implies that changing projects budgetary provisions would have much effect on the performance of the projects. These findings confirm what Kim(2009) states that by applying Design, Build, Finance, Operate (DBFO) design success of projects are achieved.

4.4.3 Management of Human resources and the level of effect on performance of projects

The study sought to establish the relationship between management of human resources and the level of effect on performance of projects. This was important for the study since it would establish if management of human resources had influence on performance of projects. The respondents were asked to state; to what level does, supervision, staffing levels, staff motivation affect performance of the projects. The responses are in table 4.8.

Table 4.8: Management of Human Resources and the Level of effect on Performance of Projects

Management of Human Resources aspects	Level of effect on performance							
	Low		Moderate		High		Total	
	f	%	f	%	f	%	f	%
Inadequate supervision	6	40.0	6	40.0	3	20.0	15	100
Low staffing levels	10	66.7	5	33.0	0	0	15	100
Low staff motivation levels	14	93.3	1	6.7	0	0	15	100

In view of the data obtained, respondents 6(40%) and another 6(40%) of respondents held views that inadequate supervision led to low and moderate effect on performance of projects respectively. Thus it was clearly noted that inadequate supervision did have much effect on the performance of these projects since only 3(20%) of the respondents asserted that it had a

high effect on performance of these projects. The data also indicated that low staffing levels would impact on the projects performance negatively as 10(66.7%) of the respondents stated that it would result into low level of performance. Majority of the respondents noted that low staff motivational levels would impact the performance negatively as indicated by 14(93.3%) of them stated that it would lead to low performance of the collaborative projects. These findings were significant as they were in tandem with what Kamensky and Burlin(2004) stated that once a partnership has been established ,the public sector must remain actively involved in the project to ensure its success.

4.4.4 Management of project materials and effect on performance of projects

The study sought to find out if management of projects materials had a relationship with performance of projects in Kisumu municipality. The respondents were thus asked to state the level at which poor inventory control, misallocation of project materials and inadequate risk management systems had an effect on performance of projects. There responses are recorded on table 4.9.

Table 4.9: Management of project materials and effect on performance of projects

Management of project materials	Level of effect on performance							
	High		Moderate		low		Total	
	f	%	f	%	f	%	f	%
Poor inventory control	0	0	0	0	15	100	15	100
^allocation of materials	0	0	5	33.3	10	66.7	15	100
risk management systems	0	0	5	33.3	10	66.7	15	100

From the data obtained it was clearly noted that poor inventory control had high effect on Performance of these projects since 15(100%) respondents stated that it led to low

performance of the projects. This clearly implies that if proper inventory controls are put in place, the project performance can greatly improve. Similarly 10(66.7%) of the respondents noted that misallocation of project materials led to low level on performance a point refuted by 5(33.3%) respondents who stated that it had moderate effect on performance on projects. The findings also noted that an inadequate risk management system led to low level of performance on the projects success as indicated by the response of 10(66.7%) respondents as opposed to 5(33.3%) who acknowledged that this affected the performance moderately. The findings were significant to the study and it confirms what Phillips (2003) states as constraints of scope, time, and inputs as affecting performance of projects negatively.

4.4.5 Management of project facilities and equipment and effect on performance of projects

The study sought to establish the relationship between management of project facilities equipment and effect on performance of projects. This was important for the study since it would establish if the management of project facilities equipments had effect on performance of the projects. To obtain this data the respondents were asked to state the level at which poor spare parts management, lack of proper maintenance management plan improper utilization of project facilities and equipment had effect on performance of projects. The responses are in Table 4.10

Table 4:10 Management of project facilities equipments and effect on performance of projects

Management of facilities and equipment	Level of effect on performance							
	Low		Moderate		High		Total	
	f	%	f	%	f	%	f	%
poor spare parts management	10	66.7	3	20.0	2	13.3	15	100
improper management plans	11	73.3	4	26.7	0	0	15	100
Proper utilization of facilities	8	53.3	5	33.3	2	13.3	15	100

From the data obtained it was noted that poor spare parts management led to low performance of the projects as indicated by 10(66.7%) of the respondents as opposed to 3(20%) and 2(13.3%) who acknowledged that it had moderate and high effect on performance, Most of the respondents 11(73.3%) state that lack of proper maintenance management plan affected the performance negatively as it led to low level of the performance of the project. This implied that improvement on proper maintenance plan would definitely affect the performance of these projects positively. Similarly, 8(53.3%) respondents stated that improper utilization of project facilities and equipments led to low level of performance on the projects as opposed to 5(33.3%) and 2(13.3%) respondents who noted that this had moderate and high effect on projects respectively. These findings are significant as they confirm what Kezner(2003) also noted as affecting performance thus calling the need for cost control to remedy the situation.

4.5 Project planning and performance of public - development partners collaborative projects

The theme sought to study the relationship between project planning and performance of public development partners collaborative projects. The data was important for the study because it would establish if planning had influence on performance of public development partners collaborative projects. One of the objectives which the study established to achieve **was** to investigate how planning for public - development partners collaborative projects affect **their** performance in Kisumu municipal council. To achieve this, the respondents were asked to answer questions based on various sub themes.

j » - Decision making organ / agencies and appraisal of collaborative projects

It was important to understand how decision making organs influenced the performance of Public - development partners collaborative projects. The respondents were thus asked **question** which stated that; hi your opinion, how could you describe the involvement of the

following decision making organs and state agencies in the appraisal of collaborative projects.

The responses are recorded in table 4.11.

Table 4.11 Decision making organ/agencies and appraisal of collaborative projects

Decision making organ	Level of appraisal of project									
	Excellent		Good		Fair		Poor		Total	
	f	%	f	%	f	%	f	%	F	%
Head of departments	1	6.7	14	93.3	0	0	0	0	15	100
Council committees	0	0	6	40	9	60	0	0	15	100
Ministry of Local Government	0	0	13	86.7	1	6.7	0	0	15	100
Line Ministries	0	0	6	40	6	40	3	20	15	100
NEMA	1	6.7	12	80	2	13.3	0	0	15	100
			6	40	6	40				

In view of the data obtained , majority of respondents 14(93.3) stated that involvement of Heads of Departments in decision making towards appraisal of the performance of public development projects was good in enhancing performance of projects , while 1(6.7%) of the respondents noted that Heads of departments had excellent involvement in decision making in these projects. Most of respondents 9(60%) noted that council committees had fair level of involvement in decision making in these projects while 6(40%) respondents had good level of involvement in decision making involving the projects while the respondents 6(40%) noted that the online ministries had good involvement and another 6(40%) respondents stating that online ministries had fair involvement in decision making involving the projects. Most respondents 12(80%) also noted that NEMA had good level involvement in decision towards appraisal of collaborative project as opposed to 2(13.3%) and 1(6.7%) respondents who stated that NEMA

Had fair and excellent level of involvement on decision towards appraisal of collaborative projects. This is in tandem with what Trefor (2003) links with success of projects.

4.5.2 Stakeholders and participation levels in appraisal of collaborative projects.

The study sought to establish the relationship between the stakeholder's involvement and participation levels in appraisal collaborative projects. This was important for the study since it **would** establish if stakeholder's involvement in collaborative projects had influence on their performance. The respondents were guided by the question which stated that; in your opinion how do you rank the level of participation of the following stake holders in planning of the public development partner collaborative projects in Kisumu municipal council? The responses are recorded in table 4.12

Table 4:12 Stake holders and participation level of collaborative projects

Stakeholders	Level of participation in appraisal									
	Excellent		Good		Fair		Poor		Total	
	f	%	f	%	f	%	f	%	F	%
Target community	0	0	10	66.7	5	33.3	0	0	15	100
Development partners	13	86.7	2	13.3	0	0	0	0	15	100
Civic leaders	0	0	8	53.3	7	46.7	0	0	15	100
Departmental staff	0	0	15	100	0	0	0	0	15	100

Based on the findings from the data, 10(66.7%) of respondents noted that target community level of participation in appraisal was good while 5(33.3%) stated that they had level of participation in appraisal of projects. Similarly, majority of respondents 13(85.7%) that development partners had excellent involvement in level of participation in appraisal projects while 8(53.3%) respondents noted that civic leaders involvement level in

participation in appraisal was good as opposed to 7(46.7%) respondents with a view that civil leaders had fair involvement in project appraisal. Most of the respondents 15(100%) acknowledged that departmental staff level of participation in appraisal of project was good. The data was important to the study since it showed that involvement of stakeholders in the planning of the public / development collaborative projects played a very significant role towards achieving the objective of such projects.

4.5.3 Opinion of respondents on project documentation at planning stage

The study sought to establish the opinion of respondents on project documentation at planning stage. This was important for the study since it would establish if the respondents' opinions on project documentation at planning stage had a relationship with performance of collaborative projects. The question that guided the respondents stated that; how much you agree with the following statement relating to project documentation at the planning stage. The responses are recorded in table 4.13

Table 4:13 Opinion of respondents on project documentation at planning stage

Project documentation	Opinion of respondents									
	Strongly agree		Agree		Disagree		Strongly disagree		Total	
	f	%	f	%	f	%	f	%	F	%
Project implementation plan	14	93.33	1	6.67	0	0	0	0	15	100
financing plan	15	100	0	0	0	0	0	0	15	100
Inventory planning	13	86.67	2	13.33	0	0	0	0	15	100
WE indicators	14	93.33	1	6.67	0	0	0	0	15	100

Based on findings from the data, most respondents 14(93.33%) strongly noted that project implementation plan was put in place detailing the breakdown of work components. All respondents 15 (100%) strongly agreed that financing plan for the various phases of the projects was made to avoid project stagnation at certain times. Similarly, 15(100%) respondents strongly stated that inventory planning was done in order to ensure that there was strategic supply of goods and services and reduced storage costs and damages relating to deterioration of goods. Most of the respondents 14(93.3%) had strongly agreed that M&E indicators were identified and documented at the planning stage to guide the implementation process.

4.5.4 Extent of roles and responsibilities of partners at planning stages of the project

The study sought to establish the extent roles and responsibilities of partners at the planning stages of the project. This was important for the study since it would establish if the roles and responsibilities of partners at planning stages of the project had an effect on performance collaborative projects .To obtain the data, the respondents were guided by the question which stated that; to what extent were roles and responsibilities of partners defined at the planning stages of the project. The responses are recorded in table 4.14.

table 4.14: Extent of roles and responsibilities of partners at planning stages of the project.

Extent of roles / responsibilities	Level of performance of project								
	High		Moderate		Low		Total		
	f	%	f	%	f	%	f	%	
Exhaustively	0	0	0	0	0	0	0	0	0
Adequately	11	73.3	0	0	0	0	11	73.3	
Moderately	0	0	2	13.3	0	0	2	13.3	
	0	0	0	0	2	13.3	2	13.3	
Total	11	73.3	2	13.3	2	13.3	15	100	

Findings from the data obtained indicate that majority 11(73.3%) of the respondents who stated that the roles were adequately defined, linked the success of the projects to be high while 2(13.3%) respondents who noted that their roles were moderately defined at the planning stages linked it to moderate performance of the projects. Similarly, a number of respondents 2(13.3%) who stated that the roles and responsibilities of partners were fairly defined at planning stage attributed to the low level of performance of these projects .This study was important since it indicated that by establishing the clear definition of roles and responsibilities of partners at planning stages, positive influence would be impacted on the performance of projects.

4.6 Project implementation and performance of public - development partners collaborative projects

The theme sought to establish the relationship between project implementation and performance of public development partners collaborative projects. The data was important for the study because it would establish if the project implementation had effect on performance of public development partners collaborative projects. One of the objectives which the study established to achieve was to examine the extent to which implementation of public development partners collaborative projects affect their performance in Kisumu Municipal Council. To achieve this, the respondents were asked to answer questions based on various sub themes.

I Level of compliance with procurement Act in procuring process and performance of projects

The study sought to establish the level of compliance with procurement act in procuring Process and performance of projects. This was important since it would help the researcher to find out if the level of compliance with procurement act in procuring process has influence on performance of the projects. To obtain this data, the respondents were guided by the question

which stated, How can you rate the level of compliance with the procurement Act and regulation by the LA in process of procuring goods and services for the implementation of collaborative projects? The responses are recorded in table 4.15.

Table 4.15 Level of compliance with procurement Act in procuring process and performance of projects

Level of compliance	Level of effect on performance							
	High		Moderate		Low		Total	
	f	%	f	%	f	%	f	%
Excellent	15	100	0	0	0	0	15	100
Very good	15	100	0	0	0	0	15	100
Good	12	80	3	20	0	0	15	100
Fair	0	0	13	36.67	2	13.33	15	100

Based on the findings, All respondents 15(100%) were of the view that if the level of compliance with procurement act in procuring process is excellent or very good, then this raised the level of performance of collaborative projects highly. Similarly 12(80%) respondents also stated that if the level of compliance with procurement act in procuring process was good, then high effect on performance of collaborative projects would be noted. However, a number of the respondents 13(86.67%) also held the view that a fair level of compliance with procurement act only resulted in moderate success of the projects. These findings are in tandem with earlier studies in Canada that pointed to proper use of unit partnerships in identification and Qualification process and following of recommended procedures as key to success of Projects(Goc,2009).

4.6.2 Process of procurement of goods and services in collaborative projects and effect on performance of projects

The study sought to establish the process of procurement of goods and services in collaborative projects and effect on performance of projects. This was important to the study since it would help establish if the process of procurement of goods and services in collaborative projects had a relationship with the performance of these projects. To obtain this data, the respondents were guided by question which stated that; what are some of the lessons learnt in the process of procurement of goods and services in the collaborative projects? The responses are recorded in table 4.16

Table 4.16 Process of procurement of goods and services in collaborative projects and effect on performance of projects.

Processes of procurement	Level of effect on performance							
	High		Moderate		Low		Total	
	f	%	f	%	f	%	f	%
Provision of standard requirements	15	100	0	0	0	0	15	100
Legislative provision	15	100	0	0	0	0	15	100
Procurement plan	15	100	0	0	0	0	15	100
Procurement documentation procedures	15	100	0	0	0	0	15	100

In view of the data obtained all respondents 15(100%) noted that by harmonizing the standard requirements for procurement of goods foreign partners with the legislative framework, conflicts would be avoided hence higher achievements on performance of projects realized. Majority of respondents 15(100%) were of the view that if project management team was well informed of the legislative provisions for procurement of goods and services and consequences of abuse of the same, then it would result into high performance of projects. All respondents

"b) stated that if a procurement plan is put in place at the initial stages of the project

planning ,it would avoid costly overruns thus resulting into high performance of the projects. Similarly, all the respondents 15(100%) also noted that with proper documentation of procurement procedures and details put in place for accountability, the performance levels of projects would be high. These findings correspond to earlier findings which denoted that by setting up a benchmark and communicated clear expectations the success of projects coming through are improved.

4.6.3 Procurement needs on and services & performance of collaborative projects

The study sought to establish the procurement needs on goods and services and performance on projects. This was important for the study since it would enable the researcher to establish if procurement compliance had an effect on performance of collaborative projects. To obtain the data, the respondents were asked question which stated that; what are some of the lessons learnt in the process of procurement of goods and services in the collaborative projects. Their responses are in table 4:17

Table 4.17 Procurement needs on goods and services and the performance of collaborative projects

Procurements needs	Effect on performance							
	High		Moderate		Low		Total	
	f	%	f	%	f	%	f	%
Accountability	15	100	0	0	0	0	15	100
Competent staffing	13	36.67	2	13.33	0	0	15	100
Mechanism on compliance	14	93.33	1	6.77	0	0	15	100
Inspection structure	14	93.33	1	6.77	0	0	15	100

Based on the findings from the data most respondents 15(100%) stated that there was

respondents 13(86.67%) stated that high performance on projects could be achieved if there was competent staffing in the procurement section. It was also noted that with proper enforcement mechanism to ensure compliance with procurement needs, high performance would be achieved as indicated by the 14(93.33%) respondents' responses. Similarly, most of the respondents 14(93.33%) noted that if inspection structure was put in place to ensure that goods are to the required standards, then performance of the projects would be high. Thus the findings are significant since they reflect on similar findings by Klitgard et al(2003) who stated that a carefully developed plan would substantially increase the profitability of success of a partnership.

4.6.4 Supervision of collaborative projects and effect on performance of projects

The study sought to establish the relationship between of collaborative projects and effect performance of projects.. This study was necessary since it would help the researcher to find out how supervision of collaborative projects had an effect on performance of projects. The responses are thus recorded in table 4.18

Table 4.18 Supervision of collaborative projects and effect on performance of projects

Supervision Plan	Effect on performance of projects							
	Low		Moderate		High		Total	
	f	%	f	%	f	%	f	%
Competent staff engagement	15	100	0	0	0	0	15	100
Strong quality control standards	14	93.33	1	6.17	0	0	15	100
Review of designs	12	80.0	3	20.0	0	0	0	100
Work Plan enforcement	13	86.67	2	13.33	0	0	15	100

In view of the data obtained, all respondents 15(100%) noted that there was need for engagement of competent staff to intensify supervision of work and services so as to realize high performance on projects. Most of the respondents 14(93.33%) noted that if quality control standards and monitoring were strengthened then it would lead to high performance on collaborative projects. Similarly, 12(80%) respondents were of view that for performance of projects to be high, there was need to encourage review of designs whenever the ground required so A further 13(86.67%) respondents also slated that if adherence to work plans was enforced, then the performance level of projects would be high. The findings are a pointer to what Anderson (2004) had earlier on noted that good planning, clear roles and responsibilities, continuous monitoring of stakeholders ,ability to manage variance and clear and appropriate record keeping are key to success of projects.

4.6.5 Reporting schedule of collaborative projects effect oil performance of projects

The study sought to establish the relationship between reporting schedule of collaborative projects and the performance of the projects. This was important for the study since it would help the researcher find out if reporting schedule had an effect on performance of collaborative projects. To obtain this daia, the respondents were asked to state improvements they would suggest in reporting schedule to enhance performance of projects. The responses are in table.4.19.

Table 4.19: Reporting schedule of collaborative projects and effect on performance of projects

Reporting schedule	Effect on performance of projects							
	High		Moderate		Low		Total	
	f	%	f	%	f	%	f	%
Regular meetings	12	80	4	20.0	0	0	15	100
Regular status reporting	14	93.33	1	6.77	0	0	15	100
Project information systems	14	93.33	1	6.77	0	0	15	100
Submission of status reports	15	100	0	0	0	0	15	100

The findings from the data established that by holding regular meetings for purposes of updates, the performance level of projects would be high as indicated by responses from 12(80%) of the respondents. Most respondents 14(93.33%) also agreed to the fact that by ensuring regular status reporting, performance levels of projects would be high. It was also noted that through establishment of project information systems for the projects, the performance levels would be high as is denoted by responses from 14(93.33%) of respondents. Similarly, all the respondents 15(100%) were of the opinion that by submitting status reports to the partners as required, performance levels of projects would be high. These findings are in tandem with Nam (2009) on following of proper schedules as contributory to success of projects.

4.6.6 Monitoring and evaluation of collaborative projects and effect and performance

It was important to study monitoring and evaluation of collaborative projects and effect performance. This would enable the researcher to establish the relationship between implementation to establish the relationship between implementation of monitoring and Valuation and the effect on performance of projects. The respondents were asked to suggest the

improvements in monitoring and evaluation of collaborative projects. Their responses are recorded in table 4.20.

Table 4.20 Monitoring and evaluation of collaborative projects and effect on performance of projects

Monitoring and Evaluation Aspect	Level of effect on performance							
	High		Moderate		Low		Total	
	f	%	f	%	f	%	f	%
Setting up M&E system	13	86.67	2	13.33	0	0	15	100
Independent evaluation of works & services	14	93.33	1	6.7	0	0	15	100
Regular reviews	14	93.33	1	6.7	0	0	15	100
Money Auditing	14	93.33	1	6.7	0	0	15	100

Based on the findings from the data, most respondents 13(86.67%) noted that by setting up of monitoring and evaluation system during implementation of collaborative projects, high level of performance on projects would be achieved. Most of respondents 14(93.33%) held the view that by encouraging independent evaluation of works and services, the performance levels of the projects would be high. Similarly, the majority of respondents 14(93.33%) acknowledged that by reviewing the project regularly to rectify any anomalies, the performance level of the projects to be high. There study findings noted that there was need to intensify value for money audits since this would enhance high performance of projects as indicated by the responses from 14(93.33%) respondents and this is in tandem with Levinson and Reardon(2007) noted that Proper identification and development of project concept, proper feasibility on Procurement identifying preferred bidder contribute to success of projects

4.7 Redress mechanisms and performance of public development partners collaborative projects

The theme sought to establish redress mechanisms and performance of public development partners collaborative projects. The data was important for the study because it would establish if redress mechanisms had an effect on performance of the public development partner's collaborative projects. One of the objectives which the study established to achieve was to establish the redress mechanism available and the extent to which they contribute to the performance of public/development partners collaborative projects in Kisumu municipal council. To achieve this, the respondents were asked to answer question which stated that; could you please identify possible redress mechanisms employed by Kisumu municipal council to enhance the performance of public - development partners collaborative projects. The responses are recorded in table4.21

Table 4:21 Redress mechanism and performance of public development partners collaborative projects.

Redress mechanisms	Level of effect on performance							
	Low		Moderate		High		Total	
	f	%	f	%	f	%	f	%
Review of deviations from	15	100	0	0	0	0	15	100
Approved plans strengthening control	15	100	0	0	0	0	15	100
Mechanism								
Motivation to team members	15	100	0	0	0	0	15	100
Minimizing cost and time deviations	14	93.33	1	6.7	0	0	15	100

From the findings it was noted that there was need to review deviations from the approved plan to make the performance of the projects to be high. This was in response to the 15(100%) of respondents who noted so. On another note 15(100%) of the respondents acknowledged that motivation to team members would achieve high level of performance on the

projects. Most of the respondents 14(93.33%) stated that by taking corrective action expediently to minimize cost and time deviations ,high levels of performance on projects would be achieved. These findings were important to the study since it confirms what Britz and Markowitz(2004) noted as critical elements of collaboration such shared responsibility, authority to make decisions and mutual respect as key to success of projects.

4.8 Measures necessary to improve performance of public development partners collaborative

The theme sought to establish measure necessary to improve performance of public development partners collaborative projects. The data was important for the study because it would be establish measures needed to improve performance of public development partners collaborative projects. One of the objectives which public/development partners collaborations can be strengthened. To achieve this, respondents were asked to answer the sub theme.

4.8.1 Opinion of respondents on measures to improve performance of collaborative project

The study sought to establish opinion of respondents on measures to improve performance of collaborative projects. The data was important to the researcher since it would help establish the gaps which are needed to enhance performance of projects. The responses are recorded in table 4.22.

Table 4.22 Opinion of respondents on measures to improve performance of collaborative projects

Measures to be taken	Opinion of the respondents									
	Strongly Agree		Agree		Disagree		Strongly disagree		Total	
	f	%	f	%	f	%	f	%	F	%
Engaging competent staff	15	100%	0	0	0	0	0	0	15	100
Streaming Public officers conduct	13	86.67	2	13.33	0	0	0	0	0	100
Consultation in decision making	11	73.33	4	26.67	0	0	0	0	15	100
Frequent money Auditing	15	100	0	0	0	0	0	0	15	100

Based on the findings of the data obtained, all respondents 15(100%) stated that by engaging competent staff in the project management teams, they strongly agreed this would enhance performance of projects. Most of the respondents 13(36.67%) held the view that by enforcing relevant codes of ethics in streamlining the conduct of public officers, performance levels of projects would be enhanced. There was need to encourage extensive consultation in all aspects of decision making as noted strongly by 11(73.33%) of respondents in enhancing performance of projects. Most of the respondents 12(80%) also noted strongly that by strengthening monitoring and evaluation systems and staffing performance levels on projects would be enhanced. Similarly all the respondents 15(100%) strongly held the view that by administering value for money audits frequently to reduce risks of misallocation of resources performance of projects would be enhanced. These findings confirm what Marty(2008) notes as aspects of management such as better risk transfer innovation ,better financial terms, and greater asset utilization as core in achieving success in projects performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusion and recommendations

5.2 Summary of the findings

The study established that management of financial resources through proper control mechanisms, compliance with budgetary provisions, cash flow management enhanced performance of the collaborative projects. It also noted that project materials needed proper inventory control, better risk management systems, management plans and utilization of facilities to achieve higher performance of projects. Various respondents acknowledged that, the level of participation of stake holders and their involvement in decision making in appraisal of the projects besides initiating project implementation and financing plan, inventory planning, monitoring and evaluation indicators at planning stage enhanced the performance of projects.

The study established that by complying with the procurement act in procuring process through harmonizing standard requirements in procurement, following legislative provisions as required, accountability in procurement process and employing competent staff at the procurement section to ensure compliance with procurement procedures, a high performance in project would be achieved.

The study also established that, by supervising through engaging competent staff, applying strong quality control standards, reviewing of work plans, holding regular meetings, status reporting establishing project information systems and setting up of monitoring and evaluation system during implementation, projects performance achievements would be rated highly.

Respondents acknowledged that there was need to put in place redress mechanisms such as review of deviations from approved plans, strengthening of control mechanisms, motivation to team members, minimizing cost and time deviations to improve the performance of collaborative projects.

The study established that measures to necessary in improving performance of collaborative projects entailed engaging competent staff, streamlining conduct of public officers, encouraging consultations and decision making, strengthening of monitoring and evaluation systems and staffing besides frequent money auditing.

5.3 Conclusions

The study was conducted to explore the factors influencing the performance of public - development partners' collaborative projects in Kenya. It was prompted by the fact that some collaborative projects took a longer time to complete and others even stalled midway before the project cycle was over. At the worst case scenario, some partners in failed collaborative projects demand that their funds be returned to them. Management of project resources, planning for projects, proper implementation mechanisms and redress measures coupled with taking deliberate steps to strengthen project performances were linked to the performance of the projects. The main question that was answered by this study was the factors influencing the performance of public development partners' collaborative projects in Kisumu Municipal Council and the study was answered under the various objectives.

To determine the relationship between management of project resources for the public - development partners' collaborative projects and their performance in Kisumu Municipal Council; the study established that management of financial resources, by ensuring that proper control mechanisms and cash flow management accompanied with compliance with budgetary Provisions enhanced performance. Through adequate supervision, ensuring proper staffing and

well motivated staff team, performances were enhanced. Similarly, poor inventory control, misallocation of project materials, poor spare parts management, improper management plans and utilization of facilities reduces performance levels.

To investigate how planning for public - development partner's collaborative projects affected their performance in Kisumu Municipal Council; the study found that by involving stakeholders such as the as HOD's, council committees, Ministry of local government ,line ministries, and NEMA in appraisal of projects, performance levels would be high. The respondents noted that the higher the participation level of the stakeholders such as the target community, development partners, civic leaders ,department staff in planning of projects ,the higher the projects performance level achieved . From the study findings, it was also established that by initiating project implementation plan for work breakdown plan for various project phases, inventory planning ensuring strategic supply of goods and identification of monitoring and evaluation indicators to guide implementation process, performances of the projects would have a positive impact.

To examine the extent to which implementation of public - development partners' collaborative projects affected their performance in Kisumu Municipal Council; The study found that if the level of compliance with Public Procurement and Disposal Act and procurement regulations in the procuring process was good then it would translate to enhanced performance. Similarly by harmonizing the standard requirements in the procurement of goods and services with the legislative framework and having procurement plan in place during the initial stages of the implementation, performance would be enhanced. From the study findings, employment of competent staff in procurement section, proper enforcement mechanisms to ensure compliance with procurement procedures would enhance performance of the collaborative projects, furthermore ensuring proper supervision of the projects through engaging competent staff, Applying strong quality control standards, reviews of designs and work plans enforcement raised

the performance of collaborative projects. Organising regular meetings, establishing project information systems, submission of status reports to the partners as required, also ensured better performance of the projects. It was also noted that setting up of monitoring and evaluation system during implementation, ensuring that there is independent evaluation of works and services, conducting regular reviews to rectify any anomalies and intensifying value for money audits had a positive effect on performance of projects.

To establish the redress mechanisms available and the extent to which they contribute to the performance of public - development partners collaborative projects in Kisumu Municipal Council; the study established that the redress mechanisms such as review of deviations from approved plans ,strengthening of control mechanisms, motivation to team members, minimizing cost and time deviations through corrective actions, had positive effect on performance of projects.

To explore ways by which public - development partners collaborations can be strengthened; the study established that in order to improve performance of the collaborative projects measures such as engaging competent staff in project management teams ,streamlining conduct of public officers, encouraging consultation in decision making, strengthening monitoring and evaluation systems and staffing, besides frequent money auditing needed to be put in place to enhance performance of projects.

5.4 Recommendations

In regard to the findings several recommendations were suggested based on the findings of the study.

1. There was need to come up with proper control mechanisms, cash flow management and compliance with budgetary provisions to enhance performance of collaborative projects.

The study noted that adequate supervision of a highly motivated competent staff would raise the performance level of collaborative projects. Similarly, project materials required to have a proper inventory control and careful management and utilization of facilities to raise the performance levels of projects.

The study noted that there was need to involve all the stakeholders in planning of projects, implementation and decision making to ensure the projects succeeded. This in the long run would ensure that they adequately have their roles and responsibilities defined properly to ensure smooth running of the projects.

The study also noted that the various departments involved in collaborative projects needed to employ competent staff who should be well versed with procurement procedures besides establishing proper mechanisms to ensure compliance with procurement procedures in order to enhance performance of projects

There is need for thorough supervision of collaborative projects by engaging competent staff, applying strong quality control standards, holding regular meetings, applying independent evaluation of projects and constantly reviewing them to ensure success of the projects is enhanced.

The various departments involved in collaborative projects should come up with redress mechanisms such as review of deviations from approved plans, strengthening control mechanisms, staff motivation, minimizing cost and time deviations to enhance performance of projects.

Various departments involved in collaborative projects need to come up with measures such as engaging of competent staff streamlining conduct of public officers, encouraging consultations in decision making, strengthening of M& E systems and frequent money auditing to ensure that the projects succeed.

5.5 Contributions to the body of knowledge

Table 5.1 Contributions to the body of knowledge

No	Objectives	Contribution to knowledge
1.	To determine the relationship between management of public - development partners collaborative projects and their performance in KMC	-Proper management practices influence project performance positively -Supervision, staffing, motivation levels influence collaborative project performance positively
2.	To investigate how planning for public - development partners collaborative projects affect their performance in KMC	-Engaging ail stakeholders in decision making, planning, and implementation of collaborative projects influence performance positively.
3.	To examine the extent to which implementation of public - development partners collaborative projects affect their performance in KMC	-Procurement of goods and services requires compliance with the relevant procurement Act, legislative frameworks, accountability and proper enforcement mechanism to raise performance level of collaborative projects.
4.	To establish the redress mechanism available and the extent to which they contribute to the performance of public - development partners collaborative projects in KMC	-Corrective actions of strengthening control mechanisms, review of deviations from approved plans, motivation to staff ,raises levels of performance of collaborative projects,
5.	To explore ways by which public - development partners collaboration can	By engaging competent and well motivated staff, streamlining code of ethics, and

be strengthened

strengthening M&E systems, collaborative projects would be completed more successfully.

5.6 Suggestions for further Research

Since this study was only conducted in one of the municipalities of the country there is need to conduct further research involving more municipalities or a wider area covering the country. This would help in validating these findings on how various factors influence the performance of public - development partners collaborative projects in Kenya

be strengthened

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APPENDIX II

LETTER OF TRANSMITTAL

OCHIENG KENNETH OMONDI

P.O BOX, 560 - 40601, BONDO

EMAIL: kenvictorJ000@vaiioo.com

Tel:+254 723 211494

13th MARCH, 2010.

Dear Sir / Madam,

**RE: FACTORS INFLUENCING THE PERFORMANCE OF PUBLIC -
DEVELOPMENT PARTNERS' COLLABORATIVE PROJECTS - A CASE OF
KISIJML) MUNICIPAL COUNCIL, KENYA**

I am a student of Master of Arts in Project Planning and Management of the University of Nairobi. As part of the requirement for the award of the degree aforementioned, I am conducting a research for my project on the factors influencing the performance of public - development partners collaborative projects - a case of Kisumu Municipal Council. This will help to enhance the service delivery for the ultimate goal of reducing poverty and improving the quality of life of the citizenry in line with the Millennium Development Goals and vision 2030.

For purposes of data collection for the research, you have been selected as one of the participants of the study. Kindly complete the questionnaire / or the interview guide attached. Please note that the research is strictly meant for academic purposes only and thus your response will be treated with utmost confidence. You are requested to give your response as honestly as possible. Thank you in advance for participating in this research.

Yours Sincerely,

Ochieng Kenneth Omondi
Student, School of Continuing and Distance Education
Department of Extra-Mural Studies
University of Nairobi.

APPENDIX II

RESEARCH INSTRUMENTS

STRUCTURED QUESTIONNAIRE FOR CHIEF OFFICERS AND DEPARTMENTAL HEADS

Introduction

Hallo! My name is Ochieng Kenneth Omondi. Am a postgraduate student at the University of Nairobi. J am conducting a study on factors influencing the performance of public - development partner's collaborative projects in Kenya: a case of Kisumu Municipal Council. This study will be used to inform policy makers on how best public - developement partners' collaborative projects could be run in order to maximize service delivery to the citizenry. In carying out this study it is necessary that 1 seek your honest and independent views and opinions on this area of research work. Feel free to ask any questions of concern. Your answers will be anonymous and confidential and will be used strictly for academic and research purposes.

Ask the respondent if he/she is willing to participate in the study.

Please fdl the questionnaire appropriately.

Interview No:_____Date of interview:_____Participant's Code:

SECTION A: BACKGROUND

1. What is your age?
2. Please indicate your sex. MALE FEMALE

Please indicate your level of education

a. UNIVERSITY

b. COLLEGE

c. HIGH SCHOOL

d. PRIMARY

For how long have you worked in your current position?

a. LESS THAN 3 YEARS

b. MORE THAN 3 YEARS MORE THAN 6 YEARS

c. MORE THAN 6 YEARS LESS THAN 10 YEARS

d. MORE THAN 10 YEARS

Have you been involved in any collaborative projects within the Council?

a. YES

b. NO

If the answer is YES, could you please identify such projects?

a. Rehabilitation of Jomo Kenyatta Sports Ground

1 b. Environmental Pedagogic Center (EPC)

c. Kisumu intergrated Solid Waste Management Project (KISWAMP)

1 d. Kisumu Urban Project

e. Modem Markets

SECTION B: MANAGEMENT AND PERFORMANCE OF PUBLIC - DEVELOPMENT PARTNERS' COLLABORATIVE PROJECTS

7. In your opinion, to what extent do the following aspects of management affect the performance of Public - development partners' collaborative projects in Kisumu Municipal council.

a. 'Exposed: how officials looted schools' millions'**Management of**

Financial Resources

- | | |
|----------------------|----|
| 1. VERY LARGE EXTENT | Q |
| 2. LARGE EXTENT | Q] |
| 3. MODERATELY | Q |
| 4. MINIMALLY | |
| 5. NOT AT ALL | □ |

b. **Management of Human resources**

- | | |
|----------------------|---|
| 1. VERY LARGE EXTENT | • |
| 2. LARGE EXTENT | • |
| 3. MODERATELY | • |
| 4. MINIMALLY | • |
| 5. NOT AT ALL | • |

c. **Management of Project Materials**

- | | |
|----------------------|----|
| 1. VERY LARGE EXTENT | |
| 2. LARGE EXTENT | |
| 3. MODERATELY | |
| 4. MINIMALLY | EH |
| 5. NOT AT ALL | • |

d. Management of Project Facilities and Equipment

- | | |
|----------------------|----|
| 1. VERY LARGE EXTENT | • |
| 2. LARGE EXTENT | • |
| 3. MODERATELY | EU |
| 4. MINIMALLY | • |
| 5. NOT AT ALL | • |

Kindly rate the following gaps in the order in which they affect the performance of Public - development partners' collaborative projects in Kisumu Municipal council. Choose from (1) for the least effect to (3) for the highest effect.

	LOW	MED	HIGH
a. Management of Financial Resources	1	2	3
i. Lack of proper cost control mechanisms	●	●	●
ii. Poor cash flow management	●	●	●
iii. Non-compliance with the project budgetary provisions	●	●	●
b. Management of Human resources	1	2	3
i. Inadequate supervision	●	●	●
ii. Inadequate staffing levels	●	●	●
iii. Low levels of staff motivation	●	●	●
c. Management of Project materials	1	2	3
i. Poor inventory control	●	●	●
ii. Misallocation of project materials	●	●	●
iii. Inadequate risk management systems	●	●	●

d. Management of project facilities and equipment 1 2 3

- i. Poor spare parts management |_|_|_|_|_|_|_|_|_|
- ii. Lack of proper maintenance management plan |_|_|_|_|_|_|_|_|_|
- iii. Improper utilization of project facilities mid equipment |_|_|_|_|_|_|_|_|_|

SECTION C: PROJECT PLANNING AND PERFORMANCE OF PUBLIC - DEVELOPMENT PARTNERS' COLLABORATIVE PROJECTS

9. In your opinion, how could you describe the involvement of the following decision making organs and state agencies in the appraisal of the collaborative projects?

a. Heads of departments

EXCELLENT GOOD FAIR j ^ j POOR [^ j NOT AT ALL £

b. Council committees

EXCELLENT GOOD Q ^ j FAIR J ^ j POOR NOT AT ALL

c. Full council

EXCELLENT GOOD FAIR POOR NOT AT ALL

d. MOLG

EXCELLENT GOOD FAIR POOR NOT AT ALL

e. NEMA

EXCELLENT GOOD FAIR POOR NOT AT ALL

f. **Line ministries**

EXCELLENT GOOD FAIR POOR NOT AT ALL

10. In your opinion, how would you rank the level participation of the following stakeholders in the planning of the public/development partner collaborative projects in Kisumu Municipal Council?

a. **Target community**

EXCELLENT! _____ GOOD FAIR POOR!

b. **Development partners**

EXCELLEN• GOOD I—I FAIR POOR

c. **Civic leaders**

EXCELLENT! GOOD • FAIR POOR

d. **Departmental staff**

EXCELLENT^] GOOD FAIR POOR

11. How much do you agree with the following statement relating to project documentation at the planning stage?

a. Project Implementation plan was put in place detailing the breakdown of work components.

STRONGLY AGREE] | AGREE| | DISAGREtQ STRONGLY DISAGREE|T

b. Financing plan for the various phases of the projects was made to avoid project stagnation at certain instances.

STRONGLY A G R E E Q AGREE] | DISAGREE^ | STRONGLY DISAGREE^

- c. Inventory planning was done in order to ensure strategic supply of goods and services and reduce storage costs and damages relating to deterioration of goods.

STRONGLY AGREE| | AGREE| | DISAGREE) | STRONGLY DISAGREEQ

- d. M&E indicators were identified and documented at the planning stage to guide the implementation process.

STRONGLY AGREE Q AGREh| | DISAGREE^ STRONGLY DISAGREE^

12. To what extent were roles and responsibilities of partners defined at the planning stages of the project?

- a. EXHAUSTIVELY
- b. ADEQUATELY
- c. MODERATELY
- d. FAIRLY
- e. NOT AT ALL

SECTION D: PROJECT IMPLEMENTATION AND PERFORMANCE OF PUBLIC-DEVELOPMENT PARTNERS' COLLABORATIVE PROJECTS

13. How can you rate the level of compliance with the Procurement Act and regulation by the LA in process of procuring goods and services for the implementation of collaborative projects?

- a. EXCELLENT
- b. VERY GOOD
- c. GOOD
- d. FAIR
- e. POOR

14. What are some of the lessons learnt in the process of procurement of goods and services in the collaborative projects?

- a. There is need to harmonise the standard requirements for procurement of goods by the foreign partners with the local legislative framework to avoid conflicts
- b. The project management team should be well informed of the legislative provisions for procurement of goods and services and the consequences of abuse of the same.
- c. There is need for a procurement plan to be put in place at the initial stages of the project planning to avoid costly overruns.
- d. Proper documentation of procurement procedures and details need to be put in place for purposes of accountability
- e. Others (specify)

15. What improvements would you suggest in the following processess of implementation of collaborative projects?

a. Procurement of goods and services

1. Need for accountability in the procurement process
2. Need for competent staffing in the procurement section
3. Proper enforcement mechanisms to ensure compliance
4. Inspection structure to be in place to ensure that the goods are to the required standards.
5. Others (specify)

b. Supervision

- J 1. Need for engagement of competent staff to intensify supervision of works and servises
- J 2. Need to strenghten quality control standards and monitoring
-] 3. Encourage review of designs whenever the ground conditions require so.
- J 4. Encourage adherence to work plans
5. Others (specify)

c. Reporting

- J 1. Hold regular meetings for purposes of updates
- J 2. Ensure regular status reporting
-] 3. Establish project information systems
- ^J 4. Submission of status reports to the partners as required
5. Others (specify)

d. **Monitoring and evaluation**

- 1. Set up M&E system
- 2. Encourage independent evaluation of works and services
- 3. Review regularly to rectify
- 4. Intensify value for money audits
- 5. Others (specify)

SECTION E: REDRESS MECHANISMS AND PERFORMANCE OF PUBLIC - DEVELOPMENT PARTNERS' COLLABORATIVE PROJECTS

16. Could you please identify possible redress mechanisms employed by Kisumu Municipal Council to enhance the performance of public - development partners' collaborative projects.

- | a. Review of deviations from the approved plan
- b. Strengthening control mechanisms
- | c. Rewards / sanctions on performing and non performing team members accordingly
- | d. Taking corrective actions expediently to minimise cost and time deviations
- e. Others (specify)

**SECTION F: MEASURES NECESSARY TO IMPROVE PERFORMANCE OF
PUBLIC-DEVELOPMENT PARTNERS' COLLABORATIVE PROJECTS**

17. In your opinion, what measures can be put in place to improve the performance of public/development partners' collaborative projects?

- | j a. Engage competent staff in the project management teams
- | j b. Enforce relevant codes of ethics in streamlining the conduct of public officers
- c. Encourage extensive consultations in all aspects of decision making
- d. Strengthen M&E systems and staffing
-] e. Administer value for money audits frequently to reduce risks of misallocation of resources
- f. Others (specify)

**I. INTERVIEW SCHEDULES FOR THE MAYOR, COMMITTEE CHAIRMEN
AND DISTRICT DEVELOPMENT OFFICER**

Date of interview:

Self introduction and related brief:

Name of interviewee:

Position of the interviewee:

How long has the interviewee served in the current position?

What do you know about the public/development partner collaborative projects in Kisumu Municipality?

How has the council contributed to the success of the projects?

What reasons could you give for failure of some projects?

What is the council doing to address those failures?

In your view as a major stakeholder, what do you think should be done to improve the performance of public/development partners' collaborative projects in KMC?

APPENDIX 111

RESEARCH PERMIT

PAGE 2

PAGE 3

THIS IS TO CERTIFY THAT:

Prof./Dr./Mr./Mrs./Miss KENNETH
OMONDI OCHIENG

of (Address) UNIVERSITY OF NAIROBI
P.O. BOX 825 KISUMU

has been permitted to conduct research in.....

Location,

KISUMU EAST District,

NYANZA Province,

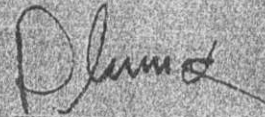
on the topic Factors influencing performance
of Public development partners'
collaborative projects in Kenya:
A case of Kisumu Municipality.

for a period ending 31ST SEPT 20 10

Research Permit No. NCST/RRI/12/1/SS/342

Date of issue 13/05/2010

Fee received SHS 1,000



Applicant's
Signature

Secretary
National Council for
Science and Technology