Monitoring and Evaluation Systems and Performance of Public Private Partnership Projects in Nairobi City County, Kenya

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ABSTRACT

Globally, economies are increasingly facing difficulties in revamping their infrastructure. This has thus necessitated the involvement of public private partnerships (PPPs) for the last two decade. PPPs are contracts between government and private entities to finance, build and operate some elements of a public facility. The purpose of this study was to establish the influence of M & E systems on the performance of public private partnership projects in Nairobi City County, Kenya. Specific study objectives were: to determine the availability of M&E systems, to assess the staff competence in the implementation of the M&E, to evaluate the use of Logical Framework Matrix and to assess the frequency of M&E report use which influence performance of PPPs projects in Nairobi County, Kenya. Theory of change and performance theory guided the study. Survey research design was employed. Questionnaires and interview schedules were administered in the collection of data. A population of 161 project staff in 26 projects were targeted. The study also involved 10 county government officials. Stratified sampling, simple random and purposive sampling designs were applied to select 125 respondents for the study sample. Qualitative and quantitative data was collected and analysed numerically. The analysis of data was done through Statistical Package for Social Sciences version 20. Inferential and descriptive statistical measures were calculated and interpreted. Descriptive statistics such as frequencies, mean, standard deviations and percentages were computed and then presented using frequency tables, cross tabulations and in bar graphs. Inferential statistics such as correlation coefficient and multiple linear regression were calculated as measures of linear relationships between variables. Chi square which is a measure of independence of variables was also computed to establish the relationship between variances in samples. Cramer's V was also calculated to establish the strength of the relationships found through chi square tests. To analyze qualitative data, a more interpretive content analysis will be employed which will involve coding and classifying data with the aim of highlighting important responses. The codes were then transformed into numeric values to be analyzed numerically. The study found out that most of the staff in the PPP do not have formal training in project management and M&E. Since they had stayed for long in their positions at work, they tended to be competent. Most of them could even design complex M&E matrix and apply it. Most of the projects have functional M&E systems but the largest proportion is not well equipped to function appropriately. Many PPPs do not always disseminate the M&E reports thus making the staff unaware of what may require more attention and changes to facilitate performance. Most of the reports are also never deliberated upon. This shows that most of the decisions made are not based on what has been found to be working in the management of the PPPs. This has negatively influenced performance. Though Logframe matrix is an important planning tool, it is not in use to plan and to monitor and evaluate the PPPs in Nairobi County. It is thus recommended that staff should be trained and deployed to work in areas of their expertise. They should also be subjected to regular refresher courses for important technological updates. All project M&E reports should be made known to all staff since when disseminated and deliberated on, these reports become useful learning and working tools.

Key Words: *Monitoring and Evaluation Systems, staff competence, functional M&E systems, M&E reports, Logical Framework Matrix, and Performance of Public Private Partnership Projects in Nairobi City*

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1. Introduction

Project Management is a systematic undertaking for organizing projects through use of up-to-date tools and techniques in planning, financing, implementing, controlling and evaluation of distinctive activities for desirable and satisfactory outputs based on project objectives (PMBOK, 2004; Patel, 2006). Every project management structure requires appropriate skills which are very important for effective partnering and delivery of satisfactory results. Project managers should be strong conceptual thinkers and solution makers who can grasp ideas from the public and the private sectors for benefits. To reduce any failure risks, they should be backed by a well-defined project plan (PMI, 2017). A central Public-Private Partnerships (PPPs) unit should contribute to all phases in the project cycle, from organizing to contracting signing and also allow dialogue among all stakeholders. The role of external advisors should be planned along this lifecycle to reduce risks too (Diu, 2015). According to PMI (2017), PPPs have been used for infrastructure development for three decades now. However, very many such projects have suffered failures and loss of resources. In 2007, International Finance Corporation (IFC) revealed that over 40% of all its global ventures were unsuccessful and that in Africa alone, over 50% of their projects had very little expected gains. Only 20% of them gave high development impact (Bank Information Center, 2010). In 2009, only 32% of all global projects succeeded. However, 44% of them were faced with schedules overruns, budget overruns and with less than the expected gains (CityScape Intelligence, 2009). Generally, this high rate of failure of projects suggests that ex ante evaluations are no longer enough and that ex post reviews are also required (PMI, 2017).

To evade failure of ventures, many PPPs set up Total Quality Management Systems (TQMS) to monitor and record their services and performance. Communication channels between the public and private partners should remain open to raise anticipated issues as they might affect the projects (APMG, 2017). In Serbia, it was noted that much of the PPPs risk emanate with the intricacies of funding, taxation, legal regulations, improper certification and the building processes. Methods of risks management in PPPs ventures is now well instituted geared towards either risk acceptance and control, reduction or avoidance (Ćirović, Sudić & Mitrović, 2013). Implementation of PPPs projects is done in dynamic socio-physical and political contexts where uncertainties occur (Gerrits, 2012; Müller-Seitz & Schüßler, 2013). PPPs projects are not context independent standalone ventures (Engwall, 2003) but rather dependents (Papadopoulos, 2012; Dimitriou, Ward, & Wright, 2013). Emergency plans take care of such dynamic situations, to guide managers' undertakings (Söderholm, 2008) and enable them to put emphasis and direct their activities. (Verweij, Teisman & Gerrits, 2017).

Public-private partnerships is a concept denoting the contract between private companies and the government where private companies finance builds and runs some aspects of public facilities. The private firms are then compensated for a period of time either from the public agency, the users of the facility or in both ways (Hall, 2014:p.7). International development banks, national governments, the European Union, World Bank and other donor

organizations are giving sponsored public finances for PPPs. (Hall, 2014; IFC, 2017). The growth of economies greatly depends on the accessibility of infrastructure and services. The PPPs have thus, for two decades, helped the nations to improve infrastructure for achievement of economic goals (Otairua *et al.*, 2013). However, expanding population density and aging infrastructure are straining the growth. Improving access to education, healthcare, electricity and sanitation will cost about \$2 trillion a year to modernize infrastructure change in the developing world (IFC, 2017). Adoption of PPPs has been slow as many leaders bring about reasons for hesitating to participate as facilities totally wear out (Rocca, 2017). Though there is correlation between good infrastructure and growth of economies, developing countries are yet to attain ample infrastructure growth (Otairua *et al.*, 2013). In US, the market for PPPs is gaining root as Republicans and Democrats have passed several supportive legislation. Projects are spreading to very many sectors and states (Raymond, nd). From 2013 to 2020, cumulative US infrastructure needs are estimated to be \$3.5 trillion but many leaders overlook PPPs' ability to address many non-financial issues on infrastructure development and delivery (Rocca, 2017). USAID estimates it served about 1,600 PPPs between 2001 and 2014. Globally, the number of PPPs commenced in 54 countries is 105 per annum, with only 90 per year for 2012-2014. Colombia heads all with 109 projects as India, Philippines, Kenya, South Africa, Georgia, Afghanistan, Peru and El Salvador follow it. Africa has had the lions share followed by Latin America (Ingram & Moser, 2016). In Africa, there is a very slow uptake of PPPs due to corruption issues (Otairua *et al.*, 2013). In Kenya, an. ACT of Parliament of year 2012 provides for the contribution of the private firms to finance, construct, develop, operate, or maintain development projects through off-take or concession arrangements (GoK, 2012).

Measuring project management or mismanagement is today an important aspect of business sustenance challenges. Project budget overruns and schedule delays, in the last three decades, have demanded intensive management audits, construction audits and other project reviews by project managers or consultants (Okon, 2010). However, different managers have varied definitions of success due to their knowledge, experience and work environments. For some, on time completion of the project, completion within the budget and customer satisfaction means success. To others good communications, collaboration and stakeholder participation are success indicators. Evaluating project performance can thus mean very many things (Khan, 2016). Projects which realize the cost, scope, schedule and quality objectives are good performers and those that do not are failures. Measure of Success or failure is hardly very practical for most projects. Project performance can be measured through monitoring and evaluation systems which must begin with management commitment (Boakye & Liu, 2016). Basic framework of measures of the project performance may include financial impact, return on investment, on time completion, business performance impact, on budget completion, perception of participation and quality (Barr, 2015). Harrin (2017) notes that benchmarks of a project success are the principles upon which every project is judged during completion to establish if it is successful. For project success, one must define what success looks like based on either budget, quality or customer satisfaction as essential among other aspects (Khan, 2016). FFC (2004) notes effective performance measurement system should be based on: clear and measurable goals; performance measures that can show how well the management is, mission and project PPPs objectives and goals are being achieved; good baselines; accurate statistics and feedback models for continuous process improvement. Performance measures for PPPs project examinations are commonly acknowledged as inputs, procedures and the results. These can be measured through project reviews (Khan, 2016; Hatry, 1999).

It is important to study the need of initiating a given project, create the goals and map how these goals will be achieved. An M&E system involves; first, understanding the project and why it should be started, then choosing the indicators to use in measuring the success of the output at each level. Then a clear definition on how these indicators will be measured is given, creating the tools for measuring the indicators and finally defining responsibilities to each project staff. According to Corrigan *et al.*, (2005), PPPs engagements can do well if entities prepare well, get a common vision, be clear on the risks and rewards, rational decision-making process, apply consistent and coordinated leadership among many factors. Looking at result-based monitoring and evaluation, a systematic review of PPPs ventures in developing nations by the Evaluation Department of the Government of Netherlands in 2013, showed that PPPs evaluation is rare and does not rely on rigorous empirical factual analysis. Results of PPPs are positive in many places but negative effects are seen in other areas too (Herpen, 2012). Evidence of some development results and efficacy is quite frail (Jomo, *et al.*, 2016). Hall (2015) supports this by noting that even in countries which use PPPs most i.e. Britain and Australia, only account for 15% of all infrastructure investments. In many countries in the world, including Europe, the proportion is lesser than 5 percent. Studies conducted in Ethiopia, Uganda, Kenya, South Africa and Mozambique, between 2009 and 2012 advice all stakeholders to formally agree on M&E before project initiation to ensure baseline data are collected for all partners' success (Shrivastava *et al.*, 2016). However, in South Africa most of the PPPs do not have sound M&E frameworks to measure progress, performance and effects (Sanyahumbi, 2014). According to the GoK (2011) PPP policy statement, contract compliance, performance M&E recognizes the importance of the role of the public sector in PPPs' implementation. Public entities should establish clear models to monitor the contractor's and the project performance.

The PPPs projects in Kenya are planned and executed under the PPP Unit in the National Treasury. This unit has over time been releasing list of ongoing project with the latest list having been given in March 2017 (PPPU, 2017). In Nairobi in 1998, Africa Cargo Handling constructed an 11,700m² two-storey centre costing Ksh.1.28billion. This centre was meant to hold 97,000 tones once fully operational (Rowe, 1998). Currently, Kenya Airports Authority (KAA) is constructing another runway, terminal 4 and Greenfield terminal at JKIA costing US\$ 640 million on a concessional financing agreement (Omondi, 2015). Other PPPs in Nairobi include Kenyatta University residential hostel construction meant to increase the capacity from 5,000 to 10,000 students. Signed together with Triad Architects it will cost Ksh.5.1 billion (Musyoka, 2012; Omondi, 2015). It is noteworthy that the energy sector has also had private and independent power producers under PPPs being a power purchasing agreement signed by the government and the private power generators like the IberaAfrica. Other projects include Solid waste Management in Nairobi, Mombasa and Nakuru. Commuter Rail in Nairobi, Mombasa and Kisumu, Dualing of Nairobi-Mombasa highway and Dualing of Nairobi-Nakuru highway among others (World Bank, 2015; UNIDO 2015). In this backdrop this research attempts to study the influence monitoring and evaluation systems have on the performance and the pertinent sustainability of Public-Private Partnership projects in Nairobi City County in Kenya. The study intention is to assess the degree of adoption of such systems, competence of staff, frequency with which the systems are used and the conformance of such systems and departments to the objectives set in the project logical framework to establish needed results.

2. Statement of the problem

To assess performance of development projects, organisation processes should establish well founded project review and reporting systems. Optimum use of those systems should demonstrate quality performance, transparency and accountability of the Public Private

Partnership projects (PPPs). However, result-based monitoring and evaluation, in the developing countries, do not indicate adequate evidence of PPPs evaluations. The evidence of some monitoring and evaluation, quality outcomes and effectiveness of projects is rather weak (Herpes, 2012). Most of the PPPs in Kenya do not indicate how the National Government would monitor use of funds in the county governments. A robust M&E framework for both technical and financial reporting between national and county governments is thus needed (MOH, 2014). In many projects, there are inapt design, poor coordination in departments, unclear roles, lack of strong performance culture, lack of performance measurements, insufficient M&E training, inadequate M&E systems, lack of M&E framework in some counties, meagre use of performance evidence, disjointed M & E systems, poor infrastructure and non-existent ownership (Ndonga, 2016). There is also the inability to properly do cost-benefit analysis. Extant literatures show that, 42 percent of them have challenged implementation, as 35 percent have difficulties in defining performance output. Communication among stakeholders is a challenge to 29 percent of the PPPs (Oballa, 2014). There is little evidence to show that PPPs conduct M and E in projects and there is little indication of how results of such reviews influence performance of PPP projects.

As PPPs continue to gain credibility, more studies are thus needed to assess performance, relevance and impacts in Nairobi City County (Minjire, 2015). Though the PPP approach has attracted many academics and practitioners, there is limited evidence of methodical appraisal. Extant literature is still mostly disjointed (Kivleniece & Quelin, 2012). It is also relevant to note that the government does not invest in continuously staff training to increase the skills of the projects' staff. County governments in Kenya are under economic pressure and unable to spend on systematic review of projects. In Nairobi City County (NCC), it is unknown whether the PPPs projects do install highly technical and costly systems such as M&E to assess performance in myriad capacity issues. However, some CDF offices do have slightly functional M&E systems in the county (Barasa, 2014). Lack of constant review of projects has caused widespread discontent with NCC's service provision. Most of the interventions have failed to deliver. Funds are also believed to have been advanced to the NCC for water projects and roads which were never built. It is feared that city projects cannot succeed due to poor management and control structures (Katui-Katua & McGranahan, 2012). There is no evidence to show that PPP projects in Nairobi County do have M and E systems which help to improve their performance and success. Due to the above situation, this research attempted to establish how M&E systems can be used as control structures in the performance of PPPs projects in Nairobi City County, Kenya. This will fill the gap of lack of information on how M and E systems influence the PPP projects performance in Nairobi City County. The study had the purpose of establishing how M&E systems influence performance of these types of projects in the Nairobi City County in Kenya.

3. Objectives of the Study

The overall objective was to investigate the influence of project monitoring and evaluation Systems in the performance of public private partnership projects in Nairobi City County, Kenya.

Specific objectives were:

- i. To determine how staff competence in M&E influences the performance of PPPs in Nairobi City County Kenya.
- ii. To assess how availability of functional M&E systems influence performance of PPPs in Nairobi City County Kenya.
- iii. To assess how M&E reports are used to enhance performance of PPPs in Nairobi City County.

- iv. To evaluate how use of Logical Framework Matrix aspects influences performance of PPPs in Nairobi City County.

4. Theoretical Review

This section gives a summary of the theories upon which the research is based. These are the theory of change and the performance theory.

4.1 Theory of change

Theory of change explains the mini steps that lead to long term goals and the relationships between the program happenings and outcomes in each step of the way. This theory was proposed by Carol Weiss in 1995 in her work, 'Nothing is Practical as a Good Theory: Exploring Theory-Based Evaluation' (Allen, 2016). The theory has the power to fundamentally influence the ability of initiatives to achieve their goals. It puts the emphasis first on what the organization is focused on rather than on what the organization is doing (UN Women, 2012). It focuses on planning and formulation of systems on the evidence of what is necessary for favourable change. It also provides a framework that allows organizations to know what to evaluate, how to and when. The theory suggests incorporation of the collected data gathered to improve activities, planning and evaluation, log frames and reporting (Garntcraft, 2006; TOCO, 2016).

This theory is quite relevant to this study since programmes and projects need to be founded in very good principles. Theory of change when appropriately used, may assure the PPPs managers that their programmes are to deliver the right activities for the desired outcomes. Through this theory plans are easier to sustain and to evaluate. Every plan comes from good ideas and is carefully developed towards the use of resources for certain expected future solution to existing problems. In this theory there is a closer look at the relationship between inputs and results. PPPs perform well, like all other projects, if allocated resources are carefully used and that there are systems set to test whether there is accountability and progress in the processes. This accountability and attainment of expected progress in processes indicate good performance of PPPs.

4.2 Performance theory

The Theory of Performance was founded by Richard Schechner in 1967, at the New York University. The theory develops and relates six fundamental conceptions that form a framework upon which performance and performance improvements can be explained. Since to perform is to produce desired results, the theory bases its suggestions on environment, knowledge and skills levels, identity levels, personal issues and fixed aspects which are the factors that mainly predetermine performance (Elger, nd). High level achievements are known to emanate with high performance. This theory is thus very relevant to many life contexts. Some of these contexts are used in scrutinising the level of organization's performance, in the classrooms and when giving advice on academics tasks such as research (McIntosh, 2009). According to Caine et al (2005) and Dettmer (2001), when variables like cost decreases, levels of effort and finances needed for good result also reduce. In this case there is waste reduction. When competency increases, there is increased ability to tackle more challenging projects. It also raises the ability to create more output. When knowledge increases, abilities increase capacities to set goals, persistence and effectiveness increase too. In consequence, entities feel more worthy as establishments advance their essence as well (Tomlinson *et al*, 2002; Pellegrino, 2001)

The theory is a challenge to development practitioners and to educators, to look into factors that would increase valued outcomes in their activities. It is an advice for individuals to improve themselves individually too. By improving our performance, we enable others to

grow as they learn. Performance is in close relationship with learning so as to understand and generate good results. Building performance competencies is central in every task (Wiske, 1998). This is a relevant theory to this study in that, staff competence is a fundamental input for desired results in the PPP projects. When the staff members have appropriate knowledge and skills, the organizations doing the PPP find their worth. An empowered staff member is an asset in the implementation and operation of M&E systems in these projects. To produce good results organizations also need to look into issues of context within which the projects are being operated. If favourable without undue external interference the projects perform well and give desired results within the set timelines and budget.

5. Empirical Review

Empirical literature review deals with original research studies which were done based on one's experience and observation, rather than on systematic logic (Abao, 2017). This Literature Review is therefore an attempt by the writer to sum up the current state of research on influence of M and E on PPP project performance. The writer sums up the searches for relevant information thematically, critiques it to form an intelligible view of the state of the art of knowledge (Shields, 2017). This section is a critique of past studies on project monitoring and evaluation systems and performance of PPPs ventures in Nairobi city county, Kenya. The studies done on the subject were sourced from public and private archives and scholarly articles which include; previous research papers, journals, books and internet based information. It details a critique of those studies so as to determine the existing knowledge gaps to be filled by this investigation.

5.1 Staff competence influence on project performance

According to Katz (2009) staff competencies entails traits, skills or attributes needed by employees for effective performance of their duties. Competencies vary based on the job but there are similarities which are applicable to any organization. Organizations normally hire individuals with basic competencies and then train them on more specific competences as per the job descriptions. Developing PPPs in urban areas is difficult due to frail competencies of the local authorities to define, plan and manage PPP projects (Mahalingam, 2010). An Exploratory case study in conducted in India in 2013 to assess project appraisal, procurement, project cycle, evaluation and system management indicated that, the PPP approach to implementation of project has been achieving fame within local governments to meet the escalating demand for infrastructure. However, weak staff competencies within local authorities pose a major hurdle to such implementation of PPPs. In these urban authorities, human resources management and the organizational development have apparently not found sufficient attention (Devkar, Mahalingam & Kalidindi, 2013).

Gupta (2008) indicates that though a lot of literature exists on the conditions of urban PPPs and their debilitating hurdles in India, the literature fails to provide clear indication of how these weak competencies have negatively influenced the implementation of the PPP projects. The actions taken by the urban local authorities to address these competency inadequacies are also not explicit in the literature. There is very little existing research that meticulously investigates the part played by PPP coordination entities and their impacts (Gupta, 2008; Devkar, Mahalingam & Kalidindi, 2013). In the Canadian Saskatchewan, New Brunswick, Manitoba, Nova Scotia, among other locations, there is also very little committed institutional capabilities to support PPP procurement (Hiscock, 2015). There is also very little experience in execution of PPPs. Despite increased adoption of PPPs approach by provincial governments, success has been hampered by inadequate internal capacity for procurement in PPP (UK Trade and Investment, 2010). In Britain and the United States in 2009, PPP projects studies were found to have for long suffered many competency-based issues at the local level

such as unclear objectives, failure to understand the expectations and roles of various actors in the contract and weak management skills to manage contract in local authorities. There have also been inadequate competence amongst private actors, lack of responsibility, inadequate participation of all stakeholders as well as transparency in the execution of PPP projects (Williams, 2009).

Levinsohn and Reardon (2007), found out that though South Africa formulated an all-encompassing legal framework for PPPs, its rollout for delivery of PPPs urban facilities is not striking. This is due to poor capabilities in the urban local entities implementing these PPP ventures. Some of the identified inhibiting competency factors are; conflicting and difficult legal requirements, complex PPP processes, lack of trust and lack of clear understanding of the PPPs models (Devkar, Mahalingam & Kalidindi, 2013). Kamau (2011) notes that in Nairobi, perceptions of the employees on what affects their performance is greatly based on the working environment especially in terms of pay, job security, performance output, career advancement as well as relationship with senior officials. Adan (2012) on influence of participatory M&E on performance of PPPs projects in Nairobi City County, concludes that, stakeholder perceptions have the greatest influence on the performance of PPPs projects, trailed by institutional strengthening, facilitated negotiations as public accountability has the least effect to the performance of PPPs projects. To increase competency and experiences in the implementation, Adan recommended that all stakeholders be involved.

In the matters procurement in Nairobi City County projects, every 1% increase in IT usage in procurement results to an increase of 0.154% of Public Procurement Efficiency. In the county government of Nairobi, most of the respondents in 2014 showed that they know how to use IT and its related procurement software (Njeru, 2015). However, the government does not invest in staff training to continuously increase the skills and creativity of the staff. Most of the respondents revealed that employee competence influence their procurement efficiency to a large extent (Shiundu & Rotich, 2014). The individual technical capability or the organization abilities in PPPs project evaluations, their significance and participation of its staff and in the policy formulation processes should be ascertained. Nabulu (2013) noted that respondents posit that human resources in their projects should only be allocated jobs befitting their skill and if incapable, then training for acquisition of relevant skills should be conducted.

The above studies show that many countries have been struggling with poor competencies in urban authorities as partners in PPP implementation. This is apparent in Canada, India South Africa and in Nairobi. To adopt innovative approaches for competency in development is increasingly becoming important in the development interventions. However, Devkar, Mahalingam & Kalidindi, 2013) findings from their studies in India, do not symbolize a “one size fits all” method necessary to eliminate competency inadequacies for and in the implementation of urban PPP interventions though entire project cycle need skilled staff. Minjire (2015) posits that the attractiveness of PPPs projects continue to increase and more studies are thus needed on the performance of these projects, their impacts and also on the assessment of the capacity of the public sector to implement PPP projects. Existing literature has not adequately related the staff competency in M&E to project performance. This study thus identifies a gap in the establishment of staff competency in the execution of M&E activities in the PPP projects in Nairobi City County.

5.2 Influence of availability of functional M&E systems on project performance

According to Merchant and Stede (2007), monitoring and evaluation systems help organizations assess and manage performances in a bid to institute corrective improvements. M&E plays a major role in this international development by helping organizations and

projects to ensure that their processes are effective (Chibba, 2009). It is used to measure funding vis-à-vis project performance and success, so as to adjust finding and improve the strategies. Regular M&E proves to donors that their money is being used aptly for the intended purposes and that expected results are being achieved (Laxminarayan *et al.*, 2013). Jomo, Chowdhury, Sharma and Platz (2016), note that for PPPs to be effective and efficient, for enhancements in service delivery and provision of yield into expected developmental impacts, public sector side of the agreement should: identify and select workable PPPs correctly, formulate agreements that appropriately transfer risks to private partners, establish transparent financial accounting and feedback standards and also form legal, regulatory and monitoring arrangements. This assures fitting pricing and service quality. PPPs must set to manage independent M&E systems for quality goods and services. The coveted autonomy can only be assured if the reviews are conducted by organizations or individuals devoid of manipulation of those responsible for the planning and execution of the PPPs development projects (Gaarder & Briceno, 2011). IFAC (2010) noted that independence of these systems should be borne in mind to permit opinions without being compromised by professional judgment and avoidance of settings that would prompt a third party be confident to conclude that integrity has not been compromised (IFAC, 2010)

Geroniks and Lejnieks (2015) on a study on Latvia PPP police speed camera installation noted that strong monitoring and evaluation systems were implemented for the projects as well as proper recording, archiving and referencing for future project design intentions. However, those speed cameras project technical settings were not precise for the private partner, leading to implementation delays and also strong dissatisfaction and resistance from the local road users. The project failed midway. A study in US, UK, Australia, British Columbia and New Zealand showed that evaluation specifies the changes to be made to the plans as per the performance results. To be successful, there should be performance-based management of PPPs in a cyclical process (Garvin, Molenaar, Navarro & Proctor, 2011). In Korea, it was suggested that M&E processes should be at each stage of PPP implementation project implementation more efficient. Monitoring and the ex-post evaluation, was noted to single out any fiscal risk and necessitate mitigation for the risks in these projects (Kang-Soo, 2015). However, in Denmark development requirements incorporated into many private and public firms are causing a lot of uncertainties in project preparation, reporting and monitoring among others. Programme and project titles have also been found to cause confusion and lack of interest in PPPs and Corporate Social Responsibility (CSR) projects (Kirkemann & Appelquist, 2008).

In many projects in Africa, there is scarcity of data to assess the efficacy of the completed projects since there is poor emphasis on running projects for good outcomes and also monitoring PPP projects for desired results (Meredith & Mantel, 2011). However, the level of interest in evaluation is increasing so as to use the evaluation results to back evidence-based policies and to enable the private firms and the PPPs projects to attain sustainable results (ADB, 2017). In Uganda, there are several factors which are noted to be of greater importance to the public such as well-organized firms, worthy procurement systems, feasibility studies, all stakeholders' participation and a very strong M&E systems for PPPs. Well organized public sector with functional systems is crucial for existing PPP project success (Alinaitwe & Ayesiga, 2013).

Mugo (2014) on monitoring and evaluation of projects and economic policy formulation in Kenya notes, that availability and training of M&E staff, amount of money allocated for M&E in development projects has a significant effect on system implementation in these projects. Juma (2015) on factors influencing utilization of Monitoring and evaluation systems in Kenyan projects found that staff training, management commitment, resource allocation

and use of M&E findings highly influences utilization of monitoring and evaluation system in projects. Nalianya (2017) on influence of Monitoring and Evaluation Systems on Performance of NGO maternal health interventions in Bungoma South Sub-County, noted that, the nature of implemented M&E information systems and stakeholder participation greatly affect performance of these maternal health projects.

The structural arrangements or the nature of the M&E systems solves issues of the project objectives, information credibility, dissemination of and reutilization of results into the participatory design processes. There is often a need for some structural support for M&E such that it is a separate evaluation unit under one competent internal champion to ascertain the system is well implemented and functional (Linders, 2011; UNAIDS, 2008). There are many aspects in a functional M&E system that improve results. These are; its structure, skills of the staff, M&E partnerships, M&E plans, its cost, communication, routine monitoring, periodic surveys, useful databases and using information (NABULU, 2013). Ika *et al.* (2010) on World Bank projects found out that there is a significant positive correlation between the use of M&E tools and the projects' long-term impacts. M&E is more crucial than design in attainment of project success. On project success in Kenya, it has been identified that one of the components of the project for attaining project success is monitoring its progress (Chin, 2012; Kamau & Mohamed, 2015). In agreement, is Hwang and Lim (2013) position that Monitoring and evaluating, budget performance, schedule performance as well as quality project performance could lead to great levels of success. Though the studies have been done on project critical success factors such as M&E, few such studies have focused on monitoring and evaluation separately, its functionality and independence in depth (Peterson & Fischer, 2009; Naidoo, 2011; Mwala, 2012; Marangu, 2012; Ling *et al.*, 2009). Also none of them has addressed the open link between M&E and the project success (Kamau & Mohamed, 2015). There is extant literature from studies done all over the world but not much has been done on the relationship between monitoring and evaluation and PPP projects' success in Kenya. Also it is not clearly ascertained whether the PPP projects do have functional M&E systems in Nairobi City County. This study intends to fill this knowledge gap.

5.3 Project M&E reports and project performance

Kirkemann and Appelquist (2008) found out that in Asia, Danish-funded projects' implementation delays caused by reporting procedure problems. Approvals of quarterly reports consume too much time as it requires bureaucratic cycles of clarification. It is comparatively better in African projects. Nabulu (2013) posits that evaluation complements monitoring since monitoring systems shows that activities may be upsetting. Good evaluation information can help clarify the realities noted with the monitoring systems. Scrutinizing the data alone cannot tell how effective the government programs have been unless accompanied by systematic reports from the systems. Though PPP approach has fascinated a lot of practitioner's and academic clarifications, there is limited methodical review thus making the literature highly split (Kivleniece & Quelin, 2012). In the analysis of health PPPs projects, around the world, it is noteworthy that all-inclusive review of the literature and published empirical proof is meant to answer certain developmental questions such as would address the current state of PPP investigation and the emerging themes of interest for health research (Kwak *et al.*, 2009). A study of 1400 PPP globally published work over twenty years indicates lack of cumulative development and that despite the long term characteristic of PPPs, there is inadequate proof of report publications (Roehrich, Michael & George, 2014).

The available literature does not show empirical analyses thus giving fruitful avenues to strengthen proof about lack of benefits of PPP events (Forrer *et al.*, 2010). A survey of PPPs across EU provincial governments shows that most of the PPPs interventions are engaged in

undertakings that are not part of the core public facilities. Limited reliable confirmation of PPPs is due to the unfitting methods used for computing cost reductions and accessing financial risks during the baseline and the summative evaluations (Roehrich, Michael & George, 2014). In most of the projects, there is little dissemination of lessons learnt from one PPP interventions to subsequent projects across inter-organizational linkages. Data on the long-term performance of PPPs are rare. Actual transaction support is limited and data is available at sparse levels on access, efficiency, quality and financial performance (World Bank, 2012). A more recent World Bank Group strategy is meant to do performance and learning assessments to recognize and capture lessons from project execution to conclude formative changes in plans and the summative learning and accountability so as to compile the World Bank Group's knowledge base (World Bank, 2013). Policy reforms are very necessary for the success of PPP but they are not entrenched in a results and monitoring framework. Project implementation should be monitored closely and results safely kept to track progress and avoid the risk of fragmentation and loss of focus (IEG, 2013). There should be a more concerted effort to measure the PPPs quality service delivery. In this case there is an urgent need to introduce a more systematic way of monitoring PPPs not only to capture appropriately the end-user variables of the projects but also to monitor PPP performance, efficiency and quality delivery towards the closure and commission times. It is not easy to assess how World Bank PPPs benefit the poor due to large data gaps. Only 42% of World Bank PPPs that have significant amounts of benefits (World Bank, 2012).

Binza (2009) noted that in 2014, in South Africa, requirements for completion of feasibility studies for projects meant that municipalities should submit the feasibility report together with other relevant documents to council authorities for informed decision-making in establishing whether the municipality should continue with the proposed PPP and also to publicize the feasibility study report (Aslan & Duarte, 2014; Bronstein & Olivier, 2015). In all countries stakeholders formally define and agree on monitoring and evaluation systems before starting the PPP interventions. These arrangements should include but not limited to data collection, management, analysis and interpretation of the same and distribution of results. It is recommended that, all countries should thus have teams to facilitate sustained success and all stakeholders. Decision makers should discuss achievements and the lessons learnt together every year (Shrivastava, Gadde & Nkengasong, 2016). Generally in Africa as it is elsewhere, there are poor M&E systems coupled with lack of good reporting and documentation. Standardization of report documentation is required. For example, there are no existing intervention documents for the Metro Trusts in Egypt which makes execution and monitoring significantly difficult. There are no objectives and the strategies for review (UNIDO, 2014). In Kenya, in 2012 Country Evaluation report showed that the monitoring and evaluation of the HP agreement is weak since M&E system had not been put in place adequately so as to systematically track results of the HP Life training project (UNIDO, 2012). Several studies have been done in other places like Somalia and Maputo in Mozambique railway partnerships. These studies have failed to indicate whether the M&E generated reports are in use for further refinement of PPP strategies (Estienne, Ekomoloh & Nouvet, 2012). Managing for success is only feasible when good reports and records are available. Then analyzing such information with other stakeholders can facilitate informed decisions that would improve the project (Umhlaba Development Services, 2017).

Giving support to and strengthening the M&E teams would play an important part to ensure that the teams add value to the organizations' processes (Naidoo, 2011). Motivated teams normally attain high performance levels (Zaccaro *et al.*, 2002). However, Pretorius *et al.* (2012) noted no substantial linear relationship between the development of quality project management and the results of the projects. Managers should seek to realise total quality in

all aspects and processes put in place including the monitoring staff for eventual project success (Nabulu 2013). Mwinamo (2015) on the influence of the monitoring & evaluation report on project external audit plan in Mombasa County, Kenya reported that there is a strong link between M&E report and the project external audit plan. Kimonyi (2010) on the relationship between M&E with the success of projects, realized that M&E practices were greatly motivated by the willingness to only comply with regulations and avoid donors' denial of more funds to projects. Kiptum (2016) on M&E influence on performance of constituency development fund projects in Marakwet West Sub-County noted that there is a positive correlation between M&E practice and the project performance. M&E reports need to be appropriately disseminated to all stakeholders. It is through such reporting that project success or failure is singled out. Lessons learnt would assist in informed decision making and continuous change in plans and strategies. More smaller but similar projects may be replicated elsewhere. However, it is not clear whether the PPPs projects in Kenya especially in Nairobi emphasize on M&E report dissemination and use to avert process and impact risks. A study is thus needed to establish how the existing PPPs projects make use of their M&E reports that would inform quality project performance. It should also be made clear whether there are well structured M&E systems which could possibly generate credible information for project changes or replication.

5.4 Logical Framework Matrix aspects and project performance

Tiesdell and Adams (2011) note that many implementing organizations do not wholly bind their M&E processes to the Logical Framework Approach in project planning. For example, there have been delays in enactment of Danish PPPs project not necessarily because of processes as such but more so because Danish organisations use different terminologies and planning approaches. However, Logframe and the definitions of objectives are approaches which most of the private sector is familiar with (Kirkemann & Appelquist, 2008). Logical framework approach (LFA) is one of the highly preferred methods for project management planning and monitoring. The matrix is a general tool applicable in all organizations which have development activities (Middleton, 2005; Martinez, 2011). Despite well-known limitations of the Logframe matrix, it has not faded as a planning tool at all. Though some donors also acknowledge its weaknesses, such as the rigidity presented by its tabular presentation, they still uphold its use as a planning and monitoring instrument (Hummelbrunner, 2010). The benefits of a Logframe matrix include its simplicity and efficiency in data collection, in recording and reporting (Kamau & Mohamed, 2015). Myrick (2013) expresses that Logframe to M&E is supreme though development project managers find limitations with its use or any other pragmatic approach. It is favourable since it supports basic principles for M and E such as SMART objectives and verifiable indicators among other project aspects.

According to Buede and Miller (2016) a log frame matrix is a brief document that outlines the key project aspects that lead to a projects' attainment of their goals. LFA is a systematic planning tool covering the whole project cycle. This tool is a problem solving approach that integrates the views of all stakeholders in a single plan (Mikkelsen, 2005). Project monitoring is a fundamental part of everyday management of PPPs. It gives information through which the project management can identify and solve implementation risks and measure project progress. The Logical Framework, network diagrams and budget provide its foundation (Umhlaba Development Services, 2017). A study was conducted in Middle East and North Africa Organization for Economic Cooperation and Development (OECD) (2014), focused on Egypt, Jordan, Morocco and Tunisia looked at challenges and success of the PPP projects in these countries. This study did not tackle the issue of reliance on logframe matrix to set up and use M&E systems for quality project performance. A survey of PPP projects was done by

Cardno (2013) in 70 PEPFAR (U.S President's Emergency Plan for Aids Relief) countries and established how and why they establish and use M&E in these projects including rationale for the project strategies. However, it did not assess the importance of logframe matrix to M&E or the performance of these PPPs projects.

In Kenya, the UK Department for International Development's (DfID) approach to global development goals specifies that all fund applicants should complete a logframe outline as a requirements (DfID, 2011). In 2009 Catholic Agency For Overseas Development (CAFOD) used DFID's logframe outlines to apply for £610,000 to fund a project known as 'Mitigating the Impact of the Economic Downturn on vulnerable groups' in Kenya and Zimbabwe. CAFOD and DfID then used these logframe plans to monitor and evaluate the success of the beneficiary projects (Kaplan, 2015; CAFOD, 2011). Mulandi (2013) on dynamics influencing performance of M&E systems of Non-governmental organizations in governance in Nairobi, Kenya concluded that there is significant positive relationship between M&E systems and performance. Barasa (2014) conducted a study on influence of M&E tools on project completion in Kakamega, Kenya. The research found out that there was a strong positive correlation between strategic plan and logical framework with an r value of 0.526. It emerged that fifty one percent of respondents affirmed that the application of logical framework can fast track expected project completion. However, it did not establish how the logical framework approach influences the M&E systems and project activities in Kakamega. Kariungi (2014) found out that some projects in the energy sector are completed on schedule due to factors such as capable procurement procedures, suitable climatic conditions, adequate funding and appropriate employment of project planning tools such as logframe matrix in Kenya. This is confirmed by Essence (2016) who posit that project results and their indicators of achievement are gathered in a matrix that follows the logical framework approach (Essence, 2016). The failure or inability to revise the project objectives as found in the logframe shows that project continuity is at stake since incoming teams would not be very clear on the objectives. This was clearly seen in the Rural Mobile Money in Kenya Project in various counties (Siochrú, 2016).

Matetai and Yugi (2016) did a study on CDF projects which found out that there exists functional monitoring and evaluation systems in the Constituency Development Fund in the County of Nairobi. The M&E also influences decision making in the Constituency Development Fund in the County. The study did not establish whether these systems exist in PPP projects and if they do whether they are influenced by logframe matrix aspects. The theme of use of logical framework approach aspects such as objectives, goals and the critical risk assumptions for monitoring and evaluation has hardly been assessed by researchers. A lot has been done and published about M&E use and its importance. There are studies advising that logframe approach assists in M&E but hardly any on how these logframe aspects influence M&E for quality project performance.

6. Conceptual framework

Figure1: Conceptual Framework

7. Research Methodology

The descriptive research design was applied. This was selected based on Kothari (2004) position that, surveys are only concerned with conditions that exist, the opinions that are held, the ongoing procedures, the obtainable evidences and trends that are developing. Variables that exist are primarily selected and observed. According to Gray (2013) research design is a blueprint for the collection, for measurement and analysis of data. In Nairobi, there are 26 PPPs projects at different level of progress, which composed the target number of projects in this study. These projects have a total of 161 staff members who are directly involved in project reviews (Kenya PPP Pipeline, 2017). The study also involved 10 members of staff from the Nairobi City County government. A representative sample of 125 respondents was selected. Samples' determination formula was adopted from Israel (2012). Stratified sampling design was applied and the simple random sampling was employed to pick 115 respondents from these different strata. Through purposive sampling design 10 Nairobi County Government staff members were selected into the sample too. This gave a total of 125 respondents for this study.

Stratified sampling design was applied since the respondents are in diverse categories such as project managers, coordinators, M&E system staff in both office and in the field. Simple random sampling enabled unbiased picking of respondents. Simple random sampling gave every study element or person an equal chance to be selected into the study sample. Purposive though a non-probabilistic sampling design was applied to identify staff members who are well known to have adequate information that would benefit collection of true and credible data for the study. The instruments employed in this study enabled collection of both descriptive and the numerical data. These are the questionnaires which were administered to all 125 respondents in the PPPs projects and in the County Government staff. Questionnaire

were administered to respondents to extract specific information. Questionnaires were administered to individual respondents on a one-on-one basis. Unstructured items were included in the questionnaire so that project respondents could give more insights to their feelings about M&E systems on the PPPs projects' performance. Structured items were also included. Self administration as well as telephone interviews was applied based on the respondents' preferences. Duly filled instruments were then taken away for data analysis.

Both qualitative and quantitative data were generated. The quantitative data was sorted, coded and systematically organized to facilitate analysis using the Statistical Package for Social Sciences (SPSS Version 20). This data analysis process yielded descriptive statistics such as frequencies and percentages which were presented in frequency tables and in cross tabulations. These scores were also presented in bar graphs where tables have not been applied. Inferential statistics such as correlation coefficient and multiple linear regression, were computed. These shows the linear relationships between variables. Chi square which is a measure of independence of variables was computed to establish relationship between study variables also. To analyze qualitative data, a more interpretive content analysis was employed which involved coding and classifying data with the aim of highlighting important responses. The data was then analyzed numerically using SPSS.

8. Data Analysis Results

Table 1: Regression analysis

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.194 ^a	.038	.003	.379	.038	1.083	4	111	.368
<i>a. Predictors: (Constant), How lack of reports deliberations affect project performance, Formal Training in M & E level, Planning through Logframe, Availability of M&E department.</i>									

This data indicates that only 3.8% of the variance can be accounted for in this model. This is an indication that uses of logframe, availability of M&E departments, formal training M&E and availability of M&E departments does not have significant influence on project performance in the PPPs in Nairobi City County. A low F value of 1.083 and associated high p-value .368 indicate that we accept the null hypothesis which specify that the values of the regression coefficients are equal (zero). Then they have no influence on the variation found in the performance of projects.

Table 2: Regression coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.623	.300		5.410	.000
	Formal Training in M & E level	-.021	.031	-.066	-.661	.510

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	Availability of M&E dept	.085	.084	.110	1.020	.310
	Planning through Logframe	-.015	.042	-.038	-.364	.717
	How lacking report deliberations has affected project performance	-.174	.085	-.217	-2.056	.042
<i>Dependent Variable: Is this project performing well?</i>						

Using the beta values, the variance in performance can be accounted for as follows:

$$\text{Performance} = 1.623 + -.066X_1 + .110X_2 + -.038X_3 + -.217X_4$$

Where:

y is the expected or the predicted value of the dependent variable

x₁ up to x₄ are predictor variables. That is,

x₁ is the Formal Training in M & E level,

x₂ availability of M&E,

x₃ use of Logical Framework Matrix,

x₄ use of M&E reports,

b₀ is the value of y (the y-intercept value) when all independent variables values, x₁ up to x₄, have values equal to zero,

b₁ up to b₄ are the regression coefficients

The above findings indicate that formal training in M&E, planning through the use of Logframe matrix and lack of deliberations or dissemination of M&E reports do not have influence on the performance of PPPs in Nairobi. Negative regression coefficient values indicate that there is no variation in performance even when there is a one unit change in any of the three independent variables. Their high p-values of .510, .717 and .042 indicate that we accept the null hypothesis that indicates that these regression coefficients are equal and all of them have a value of 0. These variables are not significant. It is only the availability of functional M&E departments that has causative influence on performance of the PPPs in Nairobi. For every change of this variable by one unit, there is a variance of .110 on the performance of the PPPs in Nairobi. Availability of M&E systems is significant. Findings indicate we accept the null hypothesis that asserts that staff competence in M&E does not have significant influence on the performance of PPP projects in Nairobi. This is also not in agreement with literature that shows training in M&E influences performance (Shiundu & Rotich, 2014; Nabulu, 2013; William, 2009). The findings agree that availability of

functional Monitoring and Evaluation systems has significant influence the performance of PPP projects. This is also confirmed from Kivleniece and Quelin (2012) position on availability and effectiveness of M&E systems. In agreement too, Hwang and Lim (2013) position that Monitoring and evaluating, budget performance, schedule performance as well as quality project performance could lead to great levels of success.

However, findings disagree with Kivleniece and Quelin (2012) position that lack of report dissemination makes execution of projects significantly difficult (UNIDO, 2014). The above findings agree with literature that show that it is not easy to assess how even the World Bank PPPs benefit the poor due to large data gaps. Only 42% of World Bank PPPs are known to have significant amounts of benefits (World Bank, 2012). Logframe matrix use does not have influence on performance of PPPs in Nairobi. This agrees with Tiesdell and Adams (2011) who note that many implementing organizations do not wholly bind their M&E processes to the Logical Framework. However, project monitoring is a fundamental part of everyday management of PPPs. It gives information through which the project management can identify and solve implementation risks and measure project progress. The Logical Framework, network diagrams and budget provide M&E foundation (Umhlaba Development Services, 2017).

Table 3: Fitness of the regression model

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.622	4	.155	1.083	.368 ^a
	Residual	15.930	111	.144		
	Total	16.552	115			
<i>a. Predictors: (Constant), How lacking report deliberations affect project performance, Formal Training in M & E level, Do you plan through Logframe?, Do you have M&E dept?</i>						
<i>b. Dependent Variable: Is this project performing well?</i>						

An $F_{(4,111)} = 1.083$, $p=.368$ indicates that that model is significant and that the values of the independent variables can predict the variances in the dependent variables. The regression model is thus fit for this test.

9. Conclusions

In this study staff competence has been found not to have profound significance in the performance of the PPP projects. Most of the staffs do not have formal higher level training in M&E and in the project management. However, most of them have had some refresher courses. Others have learnt on the job and are capable of doing even complex matrices like the M&E matrices. Staff competence in M&E does not have significant influence on the performance of PPP projects in Nairobi City County. The association between the independent variables and the performance are very weak positive relationships or very weak negative relationships. In positive relationships, both variables increase in similar margins. In negative relationships one variable decreases as the other increase. Both changes are in similar margins. On the Availability of M&E systems, all variables have strong or very strong positive relationships between them. Therefore it is valid to conclude that lack of availability of functional Monitoring and Evaluation systems has significant influence the performance of PPP projects. M&E systems generate reports which should be used to establish where

corrections are required for successful completion of both the activities and the whole project. Most of the project reports are never disseminated to the staff. Some dissemination and deliberations of these reports may be done through all departments. Lack of report deliberations has affected the achievement of objectives. Overall lack of M&E report deliberations affect achievement of objectives in the PPPs. Most of these undeliberated reports have not been useful to project staff since their contents remain unknown to them. Therefore use of M&E reports has had significant influence on the performance of the PPP projects in Nairobi. It is thus concluded that use of Monitoring and Evaluation Reports enhance performance of PPP projects in Nairobi. There are weak positive relationships between individual independent variables and the performance of PPPs in Nairobi City County.

Most of the PPPs in Nairobi City County use logical framework matrix aspects such as the objectives and critical assumptions to plan for activities such as M&E of the projects. This is seen in the high association tests values which indicate that logframe matrix has had significant influence on the performance of these projects. It is notable that respective chi square values imply that there is significant influence of the use of logframe matrix aspects such as objectives and the critical assumptions on the performance of PPPs in Nairobi County. Various aspects of the Logframe are useful in planning and on subsequent operations of the PPP which lead to performance in schedule observation, expected outputs delivery and on the achievement of set PPPs objectives. These associations are rather weak but positive in direction. The regression analysis results indicate that three independent variables do not have significant causal relationships or effects on the performance of the public private partnerships in Nairobi. These are staff competence, use of M&E reports and use of logframe matrix aspects such as the objectives and critical assumptions. It is only the availability of functional M&E systems that create significant causal effects on the performance of PPPs in Nairobi City County.

10. Recommendations

The study therefore recommends that the policy makers should ascertain that only qualified staffs have the opportunity to work in the PPP projects. On the job training is also applicable but there need be rules positing that all PPP projects and other public related projects are run by qualified and competent staff. There needs to be continuous retraining of the staff who are already working in PPPs or they be redeployed (reshuffled) into the other public or private assignments to diversify their expertise. It has been found that a large number of staff members are working in departments where their qualifications are not wholly required. This study thus recommends that to avoid unnecessary project failures of public ventures, qualified staff should be allowed to work according to their skills. There needs to be refresher courses, training and seminars for the staff members. It has been established that, the staffs that have been trained are confident at work and can solve a wide range of project problems thus facilitating quality and good performance. All staff must be put under regular training to update them on emerging technology and techniques necessary in running of public ventures like the PPP projects. There should be emphasis on the use of planning tools like the Logframe matrix. All aspects of the logframe should be emphasized in M&E since this matrix is a very important and useful tool in the implementation of activities. All project M&E reports should be made known to all staff. When disseminated and deliberated on, these reports become useful learning tools. Project staff can know what worked and what did not so as to make future corrections on certain aspects of the projects. When the content of the reports have been made known, staff members are able to develop confidence about making informed decisions in their areas of operations in the PPPs. It is also easy to ascertain

and record outputs, outcomes and the impacts of the PPPs if lessons learnt become part of the management of PPPs in Nairobi City County.

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