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**ASSESSING THE IMPACT OF MANAGEMENT CONTROL MECHANISM ON
PROJECT PERFORMANCE IN PUBLIC-PRIVATE PARTNERSHIP**

A Case study of Lagos State, Nigeria

Master's Thesis in
Public Management

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ABSTRACT

The purpose of this study was to assess the impact that management control mechanism has on project performance in projects that were implemented using Public-Private Partnerships arrangements in Lagos State, from 2000 - 2016.

Quantitative research method was adopted, and a cross-sectional survey was conducted in public and private sector organizations in Lagos to collect the research data. A total of 120 questionnaires were given out and 89 respondents returned their questionnaire within the given time of data collection.

Research data for the study was gathered from ten public institutions under Lagos State Civil service, eleven private construction companies in Lagos, two stakeholders who are members of The Nigerian Society of Engineers (Lagos Chapter) and one respondent who works with a research institute in Lagos.

Empirical data gathered from the study indicate that the use of management control mechanism is positively correlated to project performance of projects implemented under Public-Private Partnerships arrangements in Lagos State. Findings further substantiate that private sector participants possess a number of management skills and expertise, and this they have these capability to ensure effective implementation of projects. In-addition, empirical data affirms the importance of the private sector as a reliable actor in the provision of public infrastructure.

The study attributes the success of the private sector to the doctrines of new public management. This is because, attributes of new public management namely, lesser bureaucracy and hierarchy, accountability, transparency, emphasis on output control, emphasis on employee and project performance to mention a few, were seen as the propelling force of the private sector.

KEYWORDS: Public-Private Partnership, public organizations, private organizations, management practices, public officers, provision of public goods, services and infrastructure.

1. INTRODUCTION

Public-Private Partnership can be defined as a contractual arrangement between private and public sector participants to facilitate the provision of public assets, and infrastructures or services, which traditionally would have been provided by the government, but is now being provided either solely by private sector or jointly by private and public sector (Hurst and Reeves 2004: 380). This research takes interest in public-private partnership (PPP) because it attempts to understand the management practices that projects implemented under PPP arrangements in Lagos State are based on. PPP, in this regard is accredited, to the doctrine of New Public Management (NPM). This is because NPM as an academic doctrine talks about joint effort between public and private sector participants in the provision of public facilities, goods and services. Barzelay states that “specialists in public administration often focus on how NPM relates to budgeting, financial management, civil service and labor relations, procurement, organisation and methods, and audit and evaluation” (2001: 3). Thus, NPM seeks to ameliorate micro and macroeconomic growth and performance of public sector activities, through the use of private sector models and techniques, such as performance measurement, strategic management, management control to mention but a few.

In recent times, the numbers of PPP projects that have been executed in a number of Nigerian states are enormous. As such, there is a need for enormous forms of public assessment, public discussion and critical analyses in order to rationally assess the activities of all actors involved in PPP implemented in Nigeria. This is crucial in order for the public and the larger society to ascertain the level of compliance to the implementation of PPP projects with set management practices and principles. This is because management practices and principles are essential and its application to a project could be used to determine the level of the project’s success, and suitability and also justify the cost implication of the project.

Moreover, it is believed that there is an urgent need for academics to pay attention to the lack of research on management practices of PPP, and the practices of PPP in its

entirety. This should be done with a view to understanding what is being done and to proffer ways of improvement that will enhance the productivity of PPP projects. Expectantly, it is hoped that academics will get the needed political will to actively participate in the overhauling process of PPP. Political will, in this regard, is defined by Oxford Advance Learners' Dictionary to mean governments support, desire and intention towards a policy. Precisely, the firm commitment on the part of a government to implement a cause of action, (in particular, government policy) that can neither be instantaneously known nor can it be successfully ascertained, unless it is being investigated and findings are backed up by empirical findings.

Although, discussion on the nature and level of relationship that exist between politicians and academics may arise here. This is because public opinion suggests that there is the existence of disconnect between academia and governing authorities, who are the decision makers, which further extends to industry. Consequently, politicians are unable to fully tap into innovative research possibilities that academics have to offer.

However, there is a need to emphasise that practical solutions to societal problems lies in the ability to equivalently combine ideas and innovation from the academia with political will. As a result, it is required that academics and politicians endeavour to reach a balance or operate at an equilibrium. This is essential to ensure efficient and effective communication of ideas, which can facilitate the process of better collaboration. Also, a number of scholars ascribe the relationship that exist between politicians and academics to struggle for power. And such struggle is detrimental to socio-economic development of their respective communities, thus it is of importance for academics and politicians to understand that their cooperation is none negotiable.

In the same view, there is a need for academics, experts and the public to actively participate in the discussion on PPP agreement in Nigeria. This is required to ensure that PPP arrangements are implemented based on management principles. Similarly, it will ensure that adequate measure of checks and balances needed to monitor, assess and evaluate projects implemented under PPP arrangement are available and functional.

1.1. Research Background

It is generally believed that management practices can be used to facilitate effective implementation of projects. As such, this study assesses and examines the interconnectivity between management control mechanism and PPP. Accordingly, the choice of the research location being Lagos State is due to the high number of projects that have been implemented using the PPP arrangements in Lagos. Also, Lagos is seen as the economic hub of West Africa and it is largely used as the basis of economic assessment of the West African states.

Furthermore, it is expected that more projects will be implemented under PPP agreement in Lagos. As such, there is a need to critically examine how PPP projects are being managed in Lagos. The scope of this study will be limited to the centre topic of the research. This is to ensure the avoidance of deviation from the point of discussion. Also, this research limits comparison between countries because of the societal and contextual differences that exist amongst nations, and in order to maintain a bearer's psychic distance, this study will limit its comparison to West African states. This is because to a large extent the contextual and societal formation of West African states are very similar and they have similar values, cultures and norms which could be attributed to shared history and identity amongst the states.

The need to limit comparison to a bearer minimal is because, to a large extent, the dynamics of societal problems are a function of contextual and societal formation of respective societies. As such, what might be morally acceptable in one society might not be close to being acceptable in another society. For example, in societies termed as "western societies", the use of mountains is associated with mountaineering why in some African and Latin American countries (Nigeria and Brazil for example), the use of mountains is associated with spiritual\religious activities like praying. Thus, this research acknowledges the differences that exist amongst nations, which is why the comparison between countries is done at the barest minimum.

It is noteworthy to state that examples used in this study should not be used to adjudge (either in positive or negative terms) the societies that they occurred in. As the purpose of using these examples was simply to further substantiate the views that they were used

along with. This is because the examples do not depict a holistic representation of the society that they occurred.

Although, a number of writers have written about PPP, but there is little or no effort to integrate literature on management principles and practices into PPP arrangements. This study is therefore needed to make available a holistic assessment of PPPs in the Nigerian public domain. As such, this research seeks to fill this academic lacuna.

According to research findings made available by RICSRESEARCH Report of 2011, it has been indicated that over forty (40) countries across the globe have applied the PPP arrangement to facilitate provision of various infrastructural facilities

“it was revealed that lack of capacity and policy direction, inconsistency in policy, mistrust among government implementing agencies, policy bias against PPP, high participation costs, low technology, socio-cultural and macro-economic issues, delay in negotiation, and poor performance are among the challenges identified as being affecting the smooth management and implementation of the PPP projects in sub-Saharan Africa.” (Sanni and Hashim 2014: 134.)

Furthermore, in order to provide readers with a clear understanding and an all-inclusive view of issues that surround the research topic, the researcher constructed a structure that viewed the bone of contention from a wide-ranging perspective. As such, topics like organisational culture, principles of management and management practices, comparative analyses of public and private organisations, public-private partnership were extensively discussed in the chapter two of this study. This was done based on the standpoint that there is a need to comprehensively discuss these topics, because they have the propensity to give readers a wider understanding of the research topic.

This research is of the view that this may the beneficiaries of this research an opportunity to further expand their knowledge on issues that could impact or play pivotal roles in the formation, implementation, evaluation and monitoring of projects executed under the PPP arrangement. This research is also of the view that audience of this research, who take interest in the various topics discussed in chapter two of this study, should be presented with detailed information in order for them to have a better

understanding of the topics, areas and discussion associated with the research topic. It is also aimed at easily enlightening a lay man in this field of study.

This research is essential because it affords readers the opportunity to identify if truly PPP brings about Value for Money (VFM). This is stated bearing in mind that the nucleus of effective implementation of projects (either public or private) relies on the implementer's ability to adhere to management principles. Conceivably, effective implementation of projects can be associated with the existence of effective internal management as stated by Rainey (2014:8). This is essential because it helps ensure that projects are implemented based on appropriate process cycle. This could also ensure that adequate checks and balances are available and functional to effectively facilitate the sustainability of the public projects. This can further be used to ensure that investments yield appropriate financial returns (Rainey 2014:8).

On the other hand, in organising the process of private sector participants, the associated risks and benefits must be equitably distributed amongst the participants from the two sectors (public and private sectors). However, if the political contexts of a number of African countries are factored in, it could be stated that the process of mitigating risks and benefits could lead to disputations. This is as a result of the state of their respective democratic institutions, which is seen as weak and still evolving (Asian Development Bank 2012:63).

For example, the existence of ineffective public procurement of land for infrastructural projects and facilities can create obstacles that would limit or discredit the human and financial resources, as well as the expertise provided towards the project. As such, it would also limit the success of the PPP (Asian Development Bank 2012:63).

Correspondingly, PPPs comprises or entails a large number of inherent and associated risks, including inflation and uncertainty of future exchange rates, which to a large extent has effects on the project cost. And in situations where these variables continue to fluctuate, it will result in negative economic implications, which may further affect the economic viability, suitability and durability of the project (Asian Development Bank 2012:63).

To this end, in order for the PPPs to be successful and productive in the long term, and for it to play a significant role in facilitating the process of attaining a country's infrastructural needs, governments in particular, are required to be more responsible, accountable, and transparent and must play key roles in ensuring that the adequate regulator needed to enforce health, safety and technical service standards are in place and met. Also, government and its institutions, agencies, ministries, civil servants, private sector participants and all stakeholders involved must work together to create an atmosphere of good governance and best practices (Asian Development Bank 2012).

1.2. Research Hypothesis

In view of the present state of affairs of Nigerian society which is stated to be highly saturated with corrupt practices, most especially, within the activities of the public sector is seen as ineffective, because its capability and expertise is being limited by these corrupt practices. Likewise, reports indicate that a number of government officials are corrupt (See Aziken Emmanuel 2006. Looting: EFCC Report Indicts 15 Governors). The above report creates reservations that governors can only carry out corrupt practices if the civil servants allow such activities to thrive within their respective domains. This is because, the process and channel of carrying out corrupt practices entails at least one civil service ministry, government agency or parastatal.

In addition, to this, recently, the Nigerian government carried out an audit on thirty three (33) government agencies and “uncover four hundred and fifty billion naira (N450, 000.000.000) unremitted revenue”. Conceivably, it may be right to agree that the corruption being perpetrated in Nigeria is “quantum corruption”. Interestingly, the reports further indicate that some of the agencies have started to return various amount, For example, the Nigeria Shippers Council was stated to have returned six hundred and forty million naira (N640,000,000) (Saharaporters 2016).

Consequently, one would be forced to wonder if PPP is not a new dimension to carrying out corrupt practices. The reason is because PPP arrangements originate from agreements reached with minute public scrutiny and participation. Also, questions arise

has to why members of the public are not allowed to choose the specific projects that should be implemented under PPP arrangements. Similarly, in most cases, the general public doesn't know which project is implemented under PPP arrangement; let alone understanding the specific details that respective PPP agreements entails. Despondently, the general public bears the burden of the public debts accrued from PPP projects.

Hence, this study hypothesises that the implementation of PPP arrangements in Lagos State, has reenergised the spirit of public sector as it has paved way for management principles and practices that facilitate effective provision of public infrastructure. In order to maintain focus of this study, issues of corruption in Nigeria will not be extensively discussed. Interested readers should refer to (Osifo 2009, Osifo 2012 and Muhammed 2014). Although, discussions about corruption are associated with the provision of public goods and services, but it is not the area of focus of this research. As such, it will not be discussed to avoid deviation from the topic been researched on.

1.3. Research Questions

The purpose of this study is to critically assess the management control mechanism that PPP arrangements in Lagos State are being implemented upon. The following questions are addressed in this thesis research.

1.3.1. Main Research Question

- ❖ How are PPP projects managed in Lagos State?

1.3.2. Sub-Questions of the Study

- a) How is the level of application of management control mechanism to PPP arrangements implemented in Lagos State, Nigeria from 2000 – 2016?
- b) What is the impact rate of elements of management control on the performance of projects implemented under PPP arrangement in Lagos State, Nigeria from 2000 – 2016?

1.4. Scope of Study

As stated above, this study is basically aimed at assessing the impact of management control mechanism on project performance in which PPP projects were implemented upon in Lagos. The area of concentration of this study is the transportation industry. The transportation aspect was chosen because it is the sector with the largest amount of private investment in Lagos. Also, a number of PPP projects implemented in the transportation sector of Lagos State have generated a number of public discussions.

Firstly, this study presents a comprehensive understanding of the principles of management and management practices. To achieve this, this study entails detailed discussion on management as a whole. This comprises of what management is, and how it is being implemented. Significantly, an extensive theoretical analysis of public and private sector organisations is being presented in this study. This further takes a look at the management of public and private organisations and well as the ethos. The ethos is expressed in relation to public service and business.

Secondly, PPP is expansively discussed and this discussion evolves round the critical analyses of PPP. And it also takes a look at PPPs as a combination of management practices of public and private organisations. In conclusion, critical analysis of the findings of this study is conducted and the key research findings, a few recommendations and future research areas are proposed.

1.4.1. Research Statement

It is commonly shared that dialogues in the global business world tend to place immense emphasis on the significance of good management (CentrePiece Summer 2005: 1). And, good management in this regard has been attributed to one of the core potentials of the private sector, which has facilitated the success of a number of private sector activities. Basically, good management can be accredited to having in place good management strategies. This is fashioned to steer the conduct of employees and the process through which organisational operations are being formulated, implemented, evaluated and rewarded. As such, it entails what good management strategies should

compose of which is usually aimed at attaining a unitary standpoint of “consistence and consensus throughout the organisation” (Lawton, Rayner and Lasthuisen 2013: 75).

However, the in availability of adequate empirical data on management practices has hindered management experts, economists and public analysts in being able to clarify the importance of management to organisation productivity, success and other major performance pointers (CentrePiece Summer 2005: 1). An effort to fill the vacuum was set by some consultants at McKinsey. This was done through the use of a groundbreaking assessment methodology:

“to measure management practices in more than 730 manufacturing firms in France, Germany, the UK and the United States. By matching these data with information from firm accounts, they are able to explore in detail the relationship between management practices, the economic environment and the company’s performance.” (CentrePiece Summer 2005: 1.)

The outcome of the study indicates that good management practice is suggestively connected with greater outputs, and other major performance pointers. For example, good management practices have positive impact on the “return on capital employed, sales per employee, sales growth and growth in market share” (CentrePiece Summer 2005: 1). This indicates that, management practices are positively related to the success of any organisation. Thus, in order to assess the success of PPP in Nigeria, it is essential to assess the management practices that PPP arrangements in Nigeria are based upon and are implemented by, which is what this research is focused on.

Also, the notion of the recent reforms being practiced by the Nigerian government, could be said to fit the doctrine of new public management. This is because it entails active participation of private sectors in the production of public goods, services and infrastructures. In this regard, public management could be defined as a doctrine that infuses principles, practices and applications of the private sector, into the affairs and operations of the public sector. It can also be defined as an approach that makes use of management practices and principles, which in most cases, are derived from private sector organisations. This is used to enhance service delivery and make sure that the financial value used to finance public goods and services is maximised (Bovaird and Löffler 2009: 6).

Although, debate on distinction between public and private organisations have been limited due to the similarity in their organisation characteristics just as, Rainey (2014:56) argues based on experimental procedures of organisational characteristics. This led him to conclude that there are petite empirical facts to substantiate the existence of an austere division between public and private establishments.

However, the fundamental point of view of the two entities (public and private) is based on distinct perspectives. The former is of the view which seeks to provide public facilities and services in ensuring that the general well-being of the people is protected and guaranteed. In this regard, public and national interest is the sole aim of public organisations. The perspective of the latter is that of profit making. Thus, financial returns are expected on the capital invested in the provision of public infrastructures. In other words, the capital invested in the provision of public infrastructures is to be maximised for financial returns.

The fusion of these two perspectives requires a need to understand the management practices of the new entity (PPP). This is due to the fact that two distinct entities have been fused to achieve a specific goal. Sequel to this, there is a need to understand how both entities are able to achieve their organisational purpose, considering that they are founded upon different organisational perspectives.

Nonetheless, the emergence of PPP has been attributed to poor performance of the public sector. And a number of scholars share the opinion that the public sector has lost its competitive advantage to the private sector. Also, some scholars are of the opinion that the public sector is no longer competent to deliver public goods and services, hence, a new model that will ensure effective service delivery. This necessitated the need for the PPP.

Perhaps, Llanto may be right to have noted that “public-private partnership can play a significant role in infrastructure development” of nations (2008a: 321). Interestingly, a number of reports indicate that a number of countries in East Asia still have their public infrastructure being provided by their respective government, often regarded as public sector participants (Llanto 2008a: 323). And that these services and facilities are

effective and sufficient. As such, one would wonder if PPP is actually needed to ensure effective delivery of public infrastructures.

It is thought-provoking that rather than the government addressing the problem of poor performance in the public sector, it seeks an alternative. The problem, in most cases is linked to corrupt and unethical practices, and one would be forced to ask why the government is not able to address and solve the problem? This is indeed a complex debate, because it entails how corrupt and unethical practices are defined as the broad. For example, corruption is attributed to a bribe but not to lobbying, and one may ask why? Also, one would wonder why the idea of tax haven is not seen as a corrupt practice. Rather, the use of tax haven is generally regarded as immorally or unethically but it is not seen as outright corrupt practice. Thus, the stance of this study is that the term corruption should have a definition that takes into consideration the practice of lobbying and the use of tax haven.

In addition, unethical practices entails notions that may probably be culturally acceptable which may and may not be in adherence to management principles and practices. Be that as it may, the government still has to be held responsible for the problem of poor performance in the public sectors and its motive for seeking an alternative, rather than addressing the problem, and aiming at providing a temporary or permanent solution.

A number of public analysts are unable to comprehend the inability of government to resolve the problem of corrupt and unethical practices that has undermine the productivity and the operational efficiency and effectiveness of the public sectors. This is due to the assumption that powers (political, legal and institutional powers) needed to address socio-economic challenges and disparities that citizens, communities and the society at large encounter, resides in the hands of respective governments.

Conceivably, one may conclude that the inability of government to curb corrupt and unethical practices in the public sector is due to the lack of government's willpower and desire. This is due to the fact that government's willpower is instrumental to ensuring a corrupt free society. Although, it is hard to state whether there is a corrupt free society

anywhere. Perhaps it will be good to rephrase the sentence ‘corrupt free society’ as ‘a society where corruption is minimal’.

Probably, a good reason why it has been hard to fight corruption and create a positive ethical climate in the public sector may be attributed to the words of Rainey (2014) which has to do with the pitiable state of recruitment process that occurs in the public sector. This happens when public officials use their position and authority to recruit “trusted associates into key positions”. As such they establish strong network that can be used to cover their tracks and perpetrate fraudulent and unprincipled practices. As a result, the loyalties of some of these associates are to the public officials who got them the job rather than to the job and the state. The existence of such practices continues to pollute the ethical climate of public organisations.

In addition, the employment procedures of such associates are not based on fairness and merit and it does not represent the capability and competences of the associates. As such the associates have an interest to protect and makes their loyalty and objectivity questionable. This is very much evident in Nigeria. For more information see Appendix 1: Recruitment Scandals in Nigeria’s Public Service Sector.

Possibly, Davidson (2004: 15) may be right to have stated that “PPP policies have nothing to do with economics and everything to do with powerful vested interest that are happy to hide behind the complexity of the issue to enrich themselves.” This makes a lot of sense when Nigeria is brought into context. This is because PPP arrangements are not subject to public scrutiny. Also, the procedures which PPP go through are not fully transparent and there is little or no public accountability on PPP arrangements. Similarly, there is a need to ask, who decides which project should be funded by PPP? And what role the citizens play in the implementation, assessment and evaluation of projects funded by the PPP agreements?

Furthermore, when the identity of a number of owners of companies that participate in PPP arrangement with the government is factored in, questions would arise as regards conflicts of interest and unethical practices, and this could be attributed to corrupt practices. For example, the owner of Bi-Courtney Limited, (whose company executed

the construction of the domestic terminal of the Murtala Muhammed International Airport (MMA2), which is a project under PPP agreement could be seen as a political lobbyist. Similarly, questions need to be asked if public officials in Nigeria ever declare conflicts of interest as it relates to their jobs and associations with companies that implement public funded projects.

Remarkably, there is no empirical analysis to prove that there is no corruption in the private sector. There is no evidence that can be used to categorically state that PPP arrangement is not the new frontier making it hard to trace corrupt practices. Also if PPP arrangement is viewed from the perspective of transaction-cost theory has discussed by Rainey (2014: 96), a series of unanswered questions will begin to emerge.

Conversely, a number of scholars' have emphasised that PPP is beneficial to both the public and private sector. This was stated because the public is able to access infrastructural developments which the government may possibly not be able to afford when needed or which the government did not pay for when provided. Also, the private sector is also able to make profit on its investment. Hence, both parties are able to meet their organisational objectives (Hodge and Greve 2005: 4).

Similarly, it is shared that the combination of the strengths and merits of public and private sector would bring about an outcome that would outshine the qualities of either public sector or private sector (Hodge and Greve 2005: 4 cited in Vaillancort Rosenau 1999: 1). A reason for this is that the fusion creates an avenue to identify the best practices and expertise of both sectors. And their union brings about the 'best practice', which is believed to be the answer to problems of service delivery in the provision of public goods, services, infrastructures and assets.

Alternatively, PPP brings to light the association that exist between public and private sector participants which is widely acknowledged because it has promoted the acceptance of management principles and practices held by the private sector (Pollitt and Bouckaert 2000; Maesschalck, Van der Wal and Hurberts 2008 cited in Lawton, Rayner and Lasthuisen 2013: 58). And this has led some scholars to refer to the association between public and private sector as "antithetical to a commitment of public

interest” (Hebson et al 2003 as cited in Lawton, Rayner and Lasthuisen 2013: 58). This is due to the complicating purpose that both organisations are instituted upon. For example, the public sector is founded to serve and safeguard the interest of the general public, while the private sector is established to maximise profit from the general public. In this regard, one may begin to wonder how such entities are able to function together and still achieve their organisational objectives.

Arguably, the above stated points may be essential because there is apparent evidence that private sector participation, which in this regard is associated with NPM reforms have influenced public service philosophy, approach and motivation. This is evident in the existence of an accountability and audit culture in public sector. Such occurrences could be said to have awakened “interest in public service ethos and to attempts to sharpen its focus in responding to such reforms” (Needham 2006 as cited in Lawton, Rayner and Lasthuisen 2013: 58).

In reference to Li et al (2001), it is believed that the general aim of PPP is to ensure adequate VFM for taxpayer. Thus, while ensuring that taxes are justifiably spent, it also ensures that the private sector gets profit for its investments (Sanni and Hashim 2014: 134). In this regard, PPP serves a dual purpose. To this end, the researcher shares the view that the focus of this research stems into a complex discussion which requires some form of caution to ensure objectivity and also further research on PPP in Nigeria and African countries.

1.5. Limitations to the Study

A number of limitations are connected to this study. This research was conducted in Nigeria but the research project is associated with the researchers Masters study in Finland. Hence, the response that the researcher envisaged from respondents at the outset of the research was not achieved. In respect of this, the researcher had to adjust to what was attainable. The researcher had expected that responders will be willing to fill the questionnaire online, as expected of the internet age. But, a large number of

respondents requested for paper questionnaire. Thus, the mode of data collection had to be changed from electronic questionnaire to the use of print questionnaire.

In addition, the researcher had expected that responders would be willing to fill the questionnaire, since the research topic had to do with service improvement. The researcher was, however, astonished by the difficulties encountered in getting people to fill the questionnaire. This had to do with several work place bottlenecks, work culture and work ethics. Also, getting respondents to believe and understand that this was just an academic research with no undertone, was a difficult task. To overcome this challenges, the researcher had to rely on contact persons with various ministries, agencies and parastatals' of Lagos State government, to get respondents to fill the questionnaire.

Similarly, the researcher had expected that the numbers of respondent's rate from the private sector will be high. But this turned out to be false, because a number of the respondents (employers of Private companies) who filled the questionnaire of this study did it in individual capacity and not as representatives of their respective organisations. This was because, they had to seek approval to fill the questionnaire in the organisation's capacity. And a number of them were concerned that if their organisations were not satisfied with the findings of this study, they may be penalized later.

1.6. Structure of the Study

The study is structured into five chapters.

Chapter one entails a brief discussion about the introduction and background to the study. This was carried out with the use of diminutive narration into the content of the study. Essentially, this chapter contains the research questions, the scope and limitations to the study. As well as the structure of this study.

Chapter two of this study is devoted to critically analysing the various topics that are associated with the focus of the study. It also includes a discussion of the principles of

management and management practices and an extensive theoretical analysis of public and private sector organisations. The chapter further takes a look into the management of public and private organisations and public service and business ethos. Furthermore, an expansive discussion and critical analysis of PPP was stated, taking a look at PPPs as a combination of management practices of public and private organisations.

Chapter three presents the research methodology of the study. It explains research methodology, research process and approach. The chapter further elaborates the research instrument used in the current study, the data analysis, the survey respondents, the research setting, the ethical considerations and a discussion of its validity and reliability.

Chapter four is devoted to data analysis. This chapter is primarily divided into four sections: (i) The first dimension gives the profile of respondents (ii) The second dimension provides information on the respondents' past work experience (iii) The third dimension expatiates on the PPP project management In Lagos State, Nigeria. This section discusses the findings of the research questions. (iv) The fourth dimension is provided room for comments from respondents. Chapter five (5) is dedicated to the conclusion, a few recommendation and future research areas for interested researcher.

2. MANAGEMENT OF PUBLIC-PRIVATE PARTNERSHIP

Federal, state, municipal, regional, provincial and local governments across the globe, in particular, in European countries have progressively used private sector finance to facilitate the development, provision, and funding of public services, infrastructures and assets. And it has also been used to expedite service delivery of these provisions. The motives for this endorsement are multifarious; ranging from increasing limitations on government budgets to the continuous incensement of public expenditure needed to maintain, renovate and operate public assets as well as the persistent desire of governments to seek for innovative methods and procedures from private sector expertise. This is done with the aim of facilitating a more effective risk allocation technique that is associated with the provision and maintenance of public services, infrastructures and assets (Roehrich, Lewis and George 2014: 110).

It is believed that the main reason why governments of various countries place importance on the provision of public goods, services and infrastructure is due to the generally conceived notion that an upsurge in the creation of public infrastructural facilities and services will guarantee the enhancement of socio-economic activities of communities and the society at large. This is due to the fact that public infrastructural facilities and services have a positive correlation to the social and economic development of any nation. There is also a shared notion that the existence of adequate and effective public infrastructural facilities and services would bring about an increase in the standard of living of people who reside within the specific geographical territory (Sanni and Hashim 2014: 133).

Although, the prime difficulty which continues to pose limitation to the provision of public infrastructural facilities and services in Nigeria has been identified as the inadequacy of financial capability needed to expedite and facilitate effective provision of public infrastructures. Also, there exist a huge public infrastructural deficit. As such an alternative source of funding is required and in this regard private sector financing is seen to be the last resort (Salami 2016).

In the same vein, it has been publicly stated that the availability of effective and efficient infrastructural facilities and services can help to enhance the manufacturing and agricultural sector. Likewise, these resources have positive impacts on other completing sectors like the energy sector, the housing sector, transport sector and industries, given that, their collective efforts could help enhance the socio-economic well-being of the populace and further reduce the level of poverty in the society. Correspondingly, advancement in information and telecommunication industry has helped to promote growth and economic development and it has also helped to improve the service delivery of health services and other essential services, which has in turn ensured the welfare of the total populace (The World Bank 2015a). But, these developments have also been hindered by lack of adequate funding.

A number of scholars are of the opinion that if developing and African countries are to expand and effectively maintain the required and available public infrastructure they would have to invest an estimate of “USD 600billion which represented 7 percent of their GDP” (Sanni and Hashim 2014: 133 cited in Kateja 2012). It is estimated that the cost required to provide the needed infrastructural services and facilities that will accelerate social and economic development of developing and African countries represents about three (3) percent of their GDP and only about four (4) percent of their GDP is required to effectively maintain and upgrade the existing public infrastructure (Sanni and Hashim 2014: 133 cited in Kateja 2012).

Also, Salami (2016) stated that “over thirty years Nigeria is going to invest Three trillion dollars to upgrade and expand infrastructures. This equates to an average annual budget spending of an hundred billion dollars bearing in mind that the total annual budgetary allocation of all three arms of government in Nigeria does not in any way come close to the estimated amount. (Salami 2016). This then brings us to the reality of the eminent need for private sector involvement in the financing and provision of public infrastructures in Nigeria.

In the same vein, records indicate that the population of Africa is estimated to constitute about 10 percent of the population of people across the globe. Despondently, Africa receives just 2 percent “of the world’s direct private investment” (Sanni and Hashim 2014: 134 cited in Afdev, 2013). Indeed, there is an urgent need to increase the amount of private sector investment in Sub-Saharan Africa, in particular, direct investment on infrastructural facilities needs to be increased. This is important because it will enable communities and societies to benefit from the multiplier effects that arrive when infrastructural facilities and assets are available and effective bearing in mind that the positive and economic impacts that the availability of public infrastructural facilities and assets has on the overall performance of the economy is enormous (Sanni and Hashim 2014: 134).

Consequently, the above statement indicates that developing countries, most especially, sub-Saharan African countries are required to increase their respective budget allocation on public infrastructure. This is required because it will further enhance social and economic development, and also facilitate the process of rural-urban development (Sanni and Hashim 2014: 133). Matters become complex when the population of sub-Saharan Africa and its demographic analysis is brought into context. This is because such a huge and fast-growing population requires modern and effective infrastructures to engage in their respective day-to-day activities. However, such is not readily available; rather it is merely hope for. This is quite alarming because the non-availability of modern and effective infrastructural facilities and services habitually limits social and economic development and it also has a negative implication on the welfare and general standard of living of the people.

This can be substantiated with the figures estimated by the World Bank in 2013 (2015b), which states that the population of sub-Saharan Africa was 936.3 million with an annual growth rate of 2.7 percent. Also stated the population is expected to “increase to 2.5 billion in 2050”, considering that in 2012, “the Gross National Product (GNP) per capita of sub-Saharan Africa was in the average of USD 1,540, while the average per capita in OECD countries was USD 33,470 and the Lower Middle Income countries’ per capita was USD 1,816.” (Sanni and Hashim 2014: 133 cited in Afmeasur, 2013 and Kateja, 2012). Peradventure, it is impossible to agree that the welfare of people in sub-

Saharan Africa countries can be guaranteed, given the low corresponding rate of their low per capita income to their respective population.

The above stated analysis indicates that sub-Saharan African countries have low per capita income, which tends to be below countries in the Lower Middle Income index. Also, it is estimated that about half of the countries in sub-Saharan Africa are amongst the forty poorest nations in the world (Sanni and Hashim 2014: 134 cited in Afdev, 2013), in spite of the fact that about 37 percent of the populace reside in the metropolitan communities (Sanni and Hashim 2014: 134 cited in TE, 2013, Afmeasur, 2013).

Interesting, the issue of low electricity supply in African countries has generated debates and from the looks of things, a number of private sector participants have started to show interest the power sector. It is hoped that either PPP or full private sector engagement will ensure effective delivery of power in African countries. In view of the fact that power generation in Nigeria is generally characterised by inadequacy, non-availability and unreliability (Nigerian Electricity Regulatory Commission 2015), questions into why the Nigerian government has not tapped into waste to energy production opportunities continue to generate further discourse. This is due to the existence of abundant supply of medical, marine, electronics, organic and municipal solid waste. For example, “Lagos produces an estimate of 9,000 tons of municipal solid waste and electronic waste per day” (Bloomberg 2015). Perhaps, one may conclude that the government still has not got it right.

Interestingly, it is stated that regardless of the global economic backdrop which was caused by global recession, the economic state of a number of countries in Sub-Saharan Africa is vibrant and their economy grows on a progressive pace. For example, for the financial year 2012-13, economic growth in Sub-Saharan Africa “was projected at 5.25 (percent growth) rate per year” (Sanni and Hashim 2014: 134 cited in IMF, 2012). It is also stated that in order to seek redress to the socio-economic and infrastructural challenges that sub-Saharan Africa is faced with, a number of governments of sub-Saharan Africa countries have identified PPP as a way forward and a game changer (Sanni and Hashim 2014: 134 cited in Li and Akintoye, 2003). This is justifiable

because the provision of infrastructural services by governments, specifically in the developing countries, has been very challenging.

Although, these challenges have been attributed to non-availability of financial resources, some scholars are of the standpoint that misappropriation of funds and corruption are largely to blame. This is why a number of scholars opionate that PPP may not be as successful as it should be. And it may not address the infrastructural deficit in Africa if the issue of misappropriation of funds and corruption in the public sector of African countries is not holistically addressed (Sanni and Hashim 2014: 135). When the national wealth of African countries is brought into context, in particular, countries that have abundant natural resources, it may be right to agree that indeed misappropriation and corruption, which hindered government performance, gave way for public-private partnership. But then, scholastic opinion states that the need for infrastructure improvements is positively correlated to increase in the overall cost of capital expenditure (Solana 2014: 262).

Since the government of every nation is commonly seen as the lender of last resort and the main creator of funds in every society, it therefore becomes hard to understand why private funds are needed to facilitate the design and implementation of public infrastructures. This is because, when private firms fail or go bankrupt, the government is called upon to bail them out. For example, it is publicly known that during the economic meltdown of 2008 government had to bail-out banks and large corporations. Hence, one would wonder if private funds are truly needed in the provision of public infrastructures.

Perhaps, those who stated that developing countries are habitually incompetent of ameliorating macroeconomic conditions do have a vital point. This has also made the return on capital to be higher in comparison with what is obtainable in developed countries. Thus, private sector participants generally anticipate higher financial returns while investing in developing countries, hence, the cost of having private enterprise finance, operate and maintain a PPP agreement throughout the viability of a project will decrease the project's value for money (Solana 2014: 262).

Also, studies have shown that Nigeria has a huge public infrastructure deficit and that the government is incapable of providing the financial, human and technological resources needed to meet the infrastructural demands of that the country is faced with. In order to meet this demand, funding from private sector is required (Salami 2016). Though, this system allows the government to meet up with its responsibility, but then questions regarding the cost implication of projects executed under PPP arrangements remain unanswered. The grouse here is how possible will it be for private entity, whose sole aim is to maximise profit, to collaborate with a public sector, whose aim is to protect public interest, in the provision of public services (Solana 2014: 262). As such, one may wonder who gets the order of the day and how public interest is been attained and protected.

Similarly, in some African countries, the expected return on capital by shareholders of the private entity is usually high (Solana 2014: 262). This is because the interest lending rate obtainable in African countries when compared with what is obtainable in Western societies is considerable high. This directly equates that the cost of production of projects implemented under the PPP arrangements in African countries will be high. Then, the question that arises will be, would it be better not to have an infrastructure or to have it and then pay dearly for it?

Table 1: Lending rate in 10 countries

COUNTRIES	LENDING INTEREST RATE	
	2000	2012
United Kingdom	6.0%	0.5%
United States	9.2%	1.4%
Mexico	16.9%	4.7%
China	5.9%	6.0%
Japan	2.1%	1.4%
India	12.3%	10.6%
South Africa	14.5%	8.8%
Nigeria	21.3%	16.8%
Kenya	22.3%	19.7%
Uganda	22.9%	26.3%

Source: (Solana 2014: 261).

2.1. Principles of Management and Management Practices

The dynamics of the world and the workforce environment seems to be an ever changing one. This can be substantiated by the shift that has occurred in the field of management, which has paved way for concerns like; the eminent need for managers\leaders to understand human behaviour, the conspicuous need for managers\leaders to possess people skills and effective communication skills, as compared to the era when management was all about “economics, accounting finance and quantitative techniques” (Robbins and Judge 2015: 37).

This could further be corroborated by a recent study that stipulates that organisations whose employees and employers enjoy a high level of social relationship experience an overall job satisfaction and lesser stress at work. They also have a lesser propensity to quit and therefore, the organisation’s efficiency (which is positively related to organisational output) is enhanced and in most cases is maximised (Robbins and Judge 2015: 37).

This further leads to the imperative role that human resource management plays in ensuring the success of every organisation. This has obliged managers to look beyond their practical skills and as such make every effort to build good interpersonal and communications skills with their employees if they want to make the best out of their workers in their contemporary workplace. This further leads to questions; like who is a manager, what are the roles of managers/leaders, how is the workplace process been managed? And what is the importance of a manager\leader in relation to organisational success.

Basically, a manager is that person whose responsibility is to ensure that organisational goals are achieve. This the manager does by ensuring effective utilisation of all organisational resources. This entails putting in place effective process mechanism in which organisational task will be carried out. For example, the manager\leader ensures that decisions to be made will bring about best outcomes. Also, the manager\leader ensures that all organisational resources (human, financial resources and otherwise) are accurately allocated and adequately utilised (Robbins and Judge 2015: 38).

In addition, the manager makes sure that all organisational operations are geared towards attaining the laid down goals and that such activity are carried out in accordance with the rules and regulations of the organisation. Furthermore, the manager is obligated to have in place reliable monitoring and evaluation mechanisms. To this end, the manager is obliged to ensure that the reward for hard work is always attained (Robbins and Judge 2015: 38).

Alternatively, a manager is the person who is seen as the symbolic representation of organisational leadership. As such, the day-to-day activities of such an organisation is guided by the leadership styles and principles that are being demonstrated by the manager. Above all, employees carry out their organisational tasks in relations to the capability of the managers to manage the process and make the best out of them (the employees).

Correspondingly, leadership is being said to be reliant on followership. A leader is required to be able to ensure effective followership, which is largely dependent of the leadership style and principles adopted. This brings us back to the vital role of managers (leaders) who are required to understand human behaviour, possess people management skills and effective communication skills. All these are needed to guarantee effective followership. This could also be put in place when managers/leaders makes sure that they “create ethically healthy climate” that would facilitate the creation of a healthy workplace, and further increase organisational productivity (Robbins and Judge 2015: 57).

It is important to note that the task of a managers is not limited to one particular sector. Managers operate in both private and public organisations, which in this regard may be defined as functioning in a “consciously coordinated social units, composed of two or more people, that function on a relatively continuous basis to achieve a common goal or set of goals” (Robbins and Judge 2015: 38). And in cases where an organisation operates across the globe, managers are required to ensure that the management practices put in place by their respective organisations puts into consideration, the contextual composition of the society that they operate in. As a result respective organisations strive to ensure that “management practices need to be modified to reflect

the values of the different countries in which an organisation operates” (Robbins and Judge 2015: 51).

This does not mean that managers have to compromise standard, rather managers are required to uphold such standards and ensure that the management practices of their organisation have some form of societal relevance and compliance to the society where they operate. This is essential and should be emphasised because a large number of PPP arrangements are carried out by various kinds of organisations. Examples are the multinational and transnational organisations and multinational corporations.

The discussions stated above further bring to light the functions, roles and skills of management which is essential to organisational success. Management function in its regards, can be found in the works of Henri Fayol, where he stated “that all managers perform five management functions (namely); planning organising, commanding, coordinating and controlling (which has been compacted) to four (namely); planning, organising, leading and controlling” (Robbins and Judge 2015: 38).

Planning in this sense subsumes the course of action in place to facilitate the process of delineating organisational goals, instituting the strategies needed to smoothen the progress of attaining the organisational goals and the process of creating an all-inclusive cause of action that will comprise, incorporate and coordinate all organisational resources and operations with the view of attaining maximum output (Robbins and Judge 2015: 38 - 39).

Organising in management entails the process being used to design organisational structures. This basically involves the process used by managers/leaders to decide the nature of organisational tasks that have to be done, the employee that such task will be assigned to, the procedure in which the task will be implemented, the manner in which the task will be grouped or divided, the manner at which reporting line is established (which is related to the line of organisational hierarchy); and establishing the decision making channels between personnels (Robbins and Judge 2015: 38 - 39). All these are essential to ensure operational mitigation of conflict in the organisation sphere.

Furthermore Leading is necessary as a result of the existence of social units in the structure and formation of organisations. This is also essential because there is an eminent need “to direct and coordinate” employees to make sure that their activities are geared towards achieving set organisational goals. This is actualised by encouraging employees to give their best, by making sure that “the most effective communication channels” is put in place and having in place effective channels needed to swiftly and adequately manage organisational crises whenever they arise (Robbins and Judge 2015: 39).

Controlling can be defined as the managers/leaders’ ability to ensure general efficient and effective oversight of the organisation that they are assigned to oversee. This has to do with the managers/leaders’ ability to ensure that operational process, organisational performance and organisational resources are being optimised. This in some cases, may require the managers/leaders to compel all organisational resources to operate at optimal level of efficiency (Robbins and Judge 2015: 39). Management roles can be illustrated with the diagram below.

Table 2: Mintzberg's Managerial Roles

Exhibit 1-1 Mintzberg's Managerial Roles	
Role	Description
Interpersonal	
Figurehead	Symbolic head; required to perform a number of routine duties of a legal or social nature
Leader	Responsible for the motivation and direction of employees
Liaison	Maintains a network of outside contacts who provide favors and information
Informational	
Monitor	Receives a wide variety of information; serves as nerve center of internal and external information of the organization
Disseminator	Transmits information received from outsiders or from other employees to members of the organization
Spokesperson	Transmits information to outsiders on organization's plans, policies, actions, and results; serves as expert on organization's industry
Decisional	
Entrepreneur	Searches organization and its environment for opportunities and initiates projects to bring about change
Disturbance handler	Responsible for corrective action when organization faces important, unexpected disturbances
Resource allocator	Makes or approves significant organizational decisions
Negotiator	Responsible for representing the organization at major negotiations

Source: Adapted from *The Nature of Managerial Work* by H. Mintzberg. Copyright © 1973 by H. Mintzberg. MINTZBERG, HENRY, *THE NATURE OF MANAGERIAL WORK*, 1st Edition, © 1980, pp. 92-93. Reprinted with permission of Pearson Education, Inc., Upper Saddle River, NJ.

Source: (Robbins and Judge 2015: 39).

Management skills basically have to do with what the managers bring on board in order to be able to achieve stated organisational goals. This includes the manager's skills, capability which can be shaped by educational background, experience, horizons, global outlook and individual perspectives. All these are essential due to the complex nature of contemporary workforce and workplace. This is highly diverse and has made the internal and external sphere of workplace extremely complex. It is pertinent to note that inputs that employees bring into the workplace are "shaped by a combination of individual's genetic inheritance and childhood environment" (Robbins and Judge 2015: 58). Thus, managers must be ready for the task ahead. And this is why emphasis is placed on the need for managers/leaders to be able to analyse, understand and interpret human behaviour and also possess people skills and the capability to facilitate effective communication among and within all organisational aspects and entities.

Management skills can be broken down into three namely; technical skills, human skills and conceptual skills. Technical skills involves the manager's ability to effectively "apply specialised knowledge or expertise" to organisational operations (Robbins and Judge 2015: 40). This is vital because a number of skills which are required to facilitate organisational operations have to be acquired through some form of theoretical and practical learning. And these skills can be further developed when being practiced or better put, when being put to test. Examples of these skills are knowledge, skills and competence built by students who study courses like aeronautical engineering, forensic accounting, onshore and offshore drilling to mention but a few. Also, there are some skills that are acquired outside the formal education, this relates to vocational and technical schools and are also vital.

Similarly, due to the growing diversity in the work place, differences in orientation, the indispensable abilities of employees, and complex nature of the contemporary workplace, managers are required to possess remarkable human skills, which can be demonstrated in their comprehension, effective communication, inspiration and support of employees (Robbins and Judge 2015: 40). Thus, managers need to have good listening ears, and perhaps, need to be able to read between the lines. By so doing, they will be able to effectively manage their respective employees, bearing in mind that managers have to manage the attitudes of employees and mitigate pressure and

sometimes sentiments of employees. In view of this, managers are able to understand the needs of workers and effectively manage organisational conflicts (Robbins and Judge 2015: 40).

Conceptual skills present managers as the backbone of an organisation. Hence, managers are required to possess intellectual and mental capability to critically analyse and make an objective diagnosis of complex occurrences that arise in the workplace (Robbins and Judge 2015: 40). For example, if an organisation is faced with a production difficult, the managers needs to “identify the problem” with a view of understanding the root cause, the long and short term effect of the problem to the organisation and its implication and consequences. Then the manager will have to develop solutions, which can be used to correct the problem at hand. Thereafter, the manager will have to critically assess/“evaluate” the solution and the “alternative solution” with a view of choosing the best solution. After the above has been implemented, the manager will have to develop an action plan and identify the organisational resources needed to facilitate the implementation, monitoring and evaluation process that will put the action plan on the right path (Robbins and Judge 2015: 40).

The above stated are crucial as they exemplify how the workplace can be effectively managed. This also has to do with the eminent need of understanding human behaviour in management and making sure that organisational practices always put the ever changing dynamics of the workplace into consideration. All these are essential in order to make sure that organisations attain their respective goals or sets of goals. Perhaps a question that may arise at this juncture is if everyone could be a manager or if managers are naturally born or made? Perhaps, one has to critically evaluate him or herself before taking up managerial task.

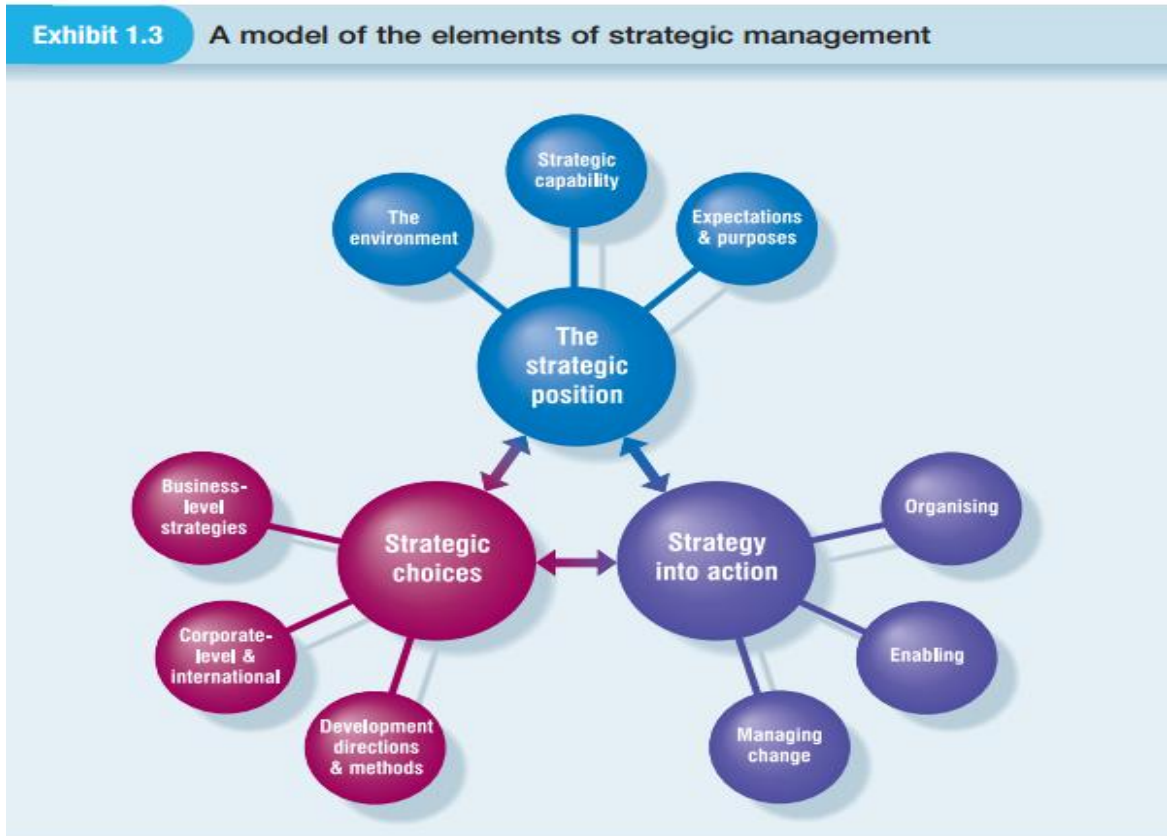
In addition, the above gives insights into the need and importance of strategic management in both public and private organisations. Strategic management basically has to do with managing “complexity” that routinely arises out of “ambiguous and non-routine situations” within sphere of an organisation “rather than operation-specific implications”. Customarily, when a never ending situation arises, it becomes

problematic for managers, who in most cases are “used to managing on a day-to-day basis the resources they control” (Johnson, Scholes and Whittington 2005: 15).

Such problems get blown out of proportion if the manager in-charge lacks the technical knowledge and academic competencies required to address the situation, most especially, if “background of managers who may typically have been trained, perhaps over many years, to undertake operational tasks and to take operational responsibility”. This could in a way be excused as the reason why doctors still see complications in medical terms and engineers find difficulties in engineering terms (Johnson, Scholes and Whittington 2005: 15).

Definitely, every characteristics of these situation is substantial, however none of the characteristics is “adequate alone”. Therefore, the respective manager who craves to mitigate “or influence strategy needs to develop a capability to take an overview, to conceive of the whole rather than just the parts of the situation facing an organisation”. Similarly, since strategic management is pigeonholed by its intricacies. It is also required that processes that lead to decisions, and judgements must be done on individual conceptualisation of various problematic subjects, rather than providing solutions based on generalisation. It has to be borne in mind that in order to make informed conclusions, the managers are required to have comprehensive understanding of “the strategic position of their respective) organisation” and also be able to make “strategic choices” that are able to facilitate positive process of transforming “strategy into action”. This will also bring about better results for the organisation (Johnson, Scholes and Whittington 2005: 15 - 16). The importance of strategic management is seen as it has become a specific course of study. A Diagrammatical Representation of Strategic Management is Given Below.

Figure 1: A Model of Elements of Strategic Management



(Johnson, Scholes and Whittington 2005: 15 - 16).

2.2. Public-Private Partnership

The history of PPP can be traced to time immemorial and is not traceable to just a particular occurrence. For example, the use of a private tax collector was talked about in the bible. This can be explained as the process whereby a private tax collector collects taxes from the public on behalf of the government. Also, in the 18th century, England made use of the services of a private cleaning company to clean public street lamps. And in the 19th century; it was estimated that about 82% of the total “197 vessels in Drake’s fleet that successfully conquered the Spanish Armada in 1588 were private contractors to the Admiralty. And the first ship that sailed to America was a joint effort between public and private actors.” (Hodge and Greve 2005: 2) Also, as far back as

1652, the Water Works Company of Boston, a private entity provided drinking water to Americans (The National Council for Public-Private Partnership 2015a).

Equally, the inclusion and investment of private funds into the provision of public infrastructures in developing countries specifically Africa countries can be said to have started around 1970s, and the process has regularly been undergoing transformation. It is generally shared that the process started from the notion of privatisation, until it gradually transformed into the present day PPP arrangement (Sanni and Hashim 2014: 135). Although, there have been a number of successful stories of projects that were carried out based on PPP arrangements, but there have also been some unsuccessful stories.

However, a number of scholars continue to argue that the unsuccessfulness of PPP is because it denotes a public policy ideology of a developed country, being applied to underdeveloped or developing world setting, without due consideration on the societal differences and the complex nature of context of the individual society. This brings us to the notion of ethical imperialism.

The prevailing inquiry confronting public policy analysts and development scholars currently is the pertinence of PPP arrangement to the needs of underdeveloped and developing countries (Solana 2014: 262). This continue to bring a question like, how is good governance and management principles practiced when the process and power of decision-making is a collective agreement between the public and private sector? Also, some scholars wonder how value for money is being identified and how transfer of risk is been attained and “operationalised” (Hodge and Greve 2005: 13-14).

Matters get complicated when the definition of PPP is brought into context. This is due to the existence of different definitions for PPP, which continues to be a major challenge, as regards what PPP is and what it is not. And the emergence of hybrid organisations also brings to question the representation of PPP as a hybrid organisation. The non-availability of a clear definition for PPP have been attributed to the lack of uniformity of definition in the field of social sciences in comparison with natural

sciences, where definitions of terminologies is the same across board. In that regards, PPP will be viewed from a number of definitions.

To begin with, PPP was defined as a “co-operation of some sort of durability between public and private actors in which they jointly develop products and services and share risks, cost, and resources which are connected with those products.” (Hodge and Greve 2005: 4 cited in Van Ham and Koppenjan 2001: 598) This definition is important because it creates an avenue for the possibility of sharing of liability. And, the collaboration that is carried out is for both long and short-term projects, which permits the government to focus on some other demanding projects. In addition, PPP can be interpreted as organisational arrangements that are used to facilitate the process of collaboration, which is articulated through the creation of new institutional entities (Hodge and Greve 2005: 4).

Furthermore, PPP can be said to be associated with infrastructural developments. As a result, PPP is seen as a “financial model” that allows the government to make use of human and financial resources from the private sector in a way that allows both parties to equally share risks (Hodge and Greve 2005: 4). Hence, the problem of non-availability of financial resources that government usually encounter, (which limits the possibility of government to be able to meet up with the needs of the public) is been brought under control.

Basically, PPP entails contracts where the public sector allows the private sector to participate in provision of public infrastructure in order to assign risk to the party who is capable of mitigating risk. PPP also share responsibilities with the most resourceful and capable entity in order to ensure that adequate mechanism and process that will guarantee effective, efficient and sustainable service delivery of public infrastructure is in place (Solana 2014: 259).

It has been stated, that PPP are effective and efficient means of acquiring infrastructural assets and their complementary facilities in a swift growing level. Thereby, indicating an essential modification in the state of affairs between the public and private sector (Sanni and Hashim 2014: 134 cited in Ahadzi and Bowles, 2004). In reference to the

words of Gidado (2010), the PPP\PFI is distinctive because it provides an avenue for the private sector participants to provide the public sector with a fully developed project that the public sector requires (Sanni and Hashim 2014: 134).

2.2.1. Kinds of Public-Private Partnership

PPP can be carried out through a number of arrangements. This leads us to the different types of PPP. To begin with, there is the Build Operate Transfer (BOT). This basically is an agreement between the public and private sector, whereby private sector participants serve as the principal actors. As such, the private sector is in-charge of bankrolling, building and managing the functional process of a development (Grimsey and Lewis 2004: 10).

Basically, what happens here is that the respective government grants concession right to the private sector participant(s) who based on such agreement are obliged to take responsibility for the funding, designing, “construction and operation of the facility”. This agreement usually specify a stipulated number of years which the private sector participant(s) will maintain the facility. As a result, the ownership of the facility is under the private sector participant(s) within the specific number of years. And at the end of the stipulated collaboration period, the ownership is transferred to the government. This is usually at no cost and the government is free of any hindrance or debt (Llanto 2008a: 321 - 322). For example, the construction of the Suez Canal in Egypt was facilitated by a BOT approach (Levy 1996 cited in Llanto 2008a: 322). Also the construction of the Garki II ultramodern market, in Abuja, Nigeria was facilitated by a BOT agreement.

In this kind of arrangement, the private sector retains the ownership of the development project, which in most cases is, for a long term, for example, from 15 – 30 years. During the period when the ownership is retained by the private sector, the private sector usually charges the general public for usage of the infrastructure or service. The payment arrangement can be in various forms, for example, in the case of a road, a toll fee may be charged. And, upon completion of the time duration, in which the ownership of the project is exercised by the private sector, the private sector will transfer the ownership to the public sector.

Similarly, there is the Build Own Operate (BOO). This arrangement is comparable to the former in the sense that it entails a contract, which is between the public and private sector, whereby private sector participants serve as the major player. In other words, the project is funded through the private sector fund and the private sector is solely in-charge of financing, building and managing the functional process of a development. But the distinctive difference in this case is that the private sector (or concessionaire) exercise everlasting or permanent ownership of the project or facility (Grimsey and Lewis 2004: 11). In this case there is no transfer of ownership of the project or facility and the private sector (or the concessionaire) also bears the associated risk of maintaining and operating the project or facility.

In addition, we have arrangements that are referred to as Leasing. This kind of agreement takes a different look if compared to the former. This is because the private sector is not in-charge of financing the project. Rather, it is only in-charge of operational process and maintenance of the project.

Furthermore, there is Joint Venture (henceforth JV). This takes a new dimension, because it entails agreements between the public and private sector, whereby both actors are active participants. Thus, both parties jointly finance the building and management of the functional process of a project (Grimsey and Lewis 2004: 11). In this case, both sectors equally share the risks associated with the project. Also, this type of agreement accumulates revenue which is jointly shared between the parties involved.

JV agreements can be limited by guarantee, and JV in most regards is associated with partnership between foreign investors and local partners and the ideal presents diver possibilities for fiscal structures and administration systems and mechanism that is generally divided into the subsequent two groups, namely Equity Joint Venture (henceforth EJV) and Cooperative Joint Venture (henceforth CJV), (The Canadian Trade Commissioner Service, 2015).

Basically, EJV is a business venture formed by means of mutual financial investments between both a foreign investor(s) and domestic business organisation, (which in this regard is regarded as local partner), whereby profit, loss and risk are shared in relation

to the proportion of financial involvement put forwards by both\all participants. It is required that “a minimum of 25% of” the overall capital investment in the project of facility must originate from the specific foreign investor(s) and the EJV is regarded as “a limited liability company, holding an independent legal identity” (The Canadian Trade Commissioner Service, 2015).

As a rule EJVs are obligated to be operated based on a “two-tiered management structure”. This is generally made up of a management team which consists of a general manager and assistants and a board of directors who are employed on a contract basis and are tasked with the day-to-day activities of the business entity (The Canadian Trade Commissioner Service, 2015).

On the other hand, a CJV is similar to EJV but it is a more pliable business entity when compared to the structure and mode of operation of EJV which can be termed to be inflexible. Basically, CJV is a business venture formed by means of mutual financial investments between both a foreign investor(s) and domestic business organisation, (which in this regard is regarded as local partner), whereby profit, loss and risk are shared “in proportion that may differ from the proportionate ownership interest of each investor” or financial involvement put forwards by both\all participants (The Canadian Trade Commissioner Service 2015).

Furthermore, the CJV arrangement does create the possibility for the recovery of the capital invested by the foreign investor(s) “to be accelerated”, which helps to reduce the risks allocated to foreign investor(s), but the existence of new rules has limited the possibility of such practices. A CJV in most cases, can be formed “as a limited liability company or a non-legal person (similar to a partnership formed by contract). Where established as a non-legal person, the liabilities of the CJV flow through to the investors of the CJV.” (The Canadian Trade Commissioner Service 2015).

However, the Operation or Management Contracts (OMC) is another distinct model. This operates in such a way that though both parties are involved in the project, but the private sector takes a limited role. Hence, the public sector plays the major role. In this arrangement the private sector could provide technical service or it could use it

management expertise to facilitate the process of execution of the project. Such arrangement allows the private sector to participate in the process of deliver of public infrastructural facilities, which is usually for a specified timeline. A good example is the case of Senegal and Cameroon where private actors are in-charge of the management of stated owned agro-business (Grimsey and Lewis 2004: 11-12). The foremost feature of OMC is that it is used to facilitate projects on short-term (for example, for projects between 2 – 5 years).

OMC can also be viewed from the perspective whereby the private sector participant(s) are “being paid a fixed fee by an awarding authority”, usually public sector participants to embark on a specific task. The payment in this regard, is not subject to tariffs collected and the Private Sector Participant(s) (henceforth PSPs) does not share in the risk associated with the depreciation of the project, facility or asset. But, in the situations whereby the management contracts are positioned towards performance-based, the PSPs may participate in sharing the risks associated with the depreciation of the project, facility or even risks associated with the state of the asset, which may require replacement of major and “minor components and equipment” (The Public-Private Partnership in Infrastructure Resource Center for Contracts, Laws and Regulation (PPPIRC) 2015).

Sale/Leaseback. This is a business arrangement whereby the public sector sells a facility to a private holding establishment or the private sector participant and afterwards the public sector leases the facility from the private sector. This is done for a number of purposes, for example, government can sell a facility in order to minimise liability. During the period of lease, the government continues to operate the facility (The National Council for Public-Private Partnership 2015b).

This can also serve as a process whereby government(s) can ensure better use of financial capital tied up in real estate, putting into consideration the concept of time value of money. This can also be relevant to governments who are faced with economic recessions. Whereby government institutions like this, sells a facility to recover the financial capital invested in the facility of real estate, which may also come along with

profit. And they may also do this to reduce the cost of maintaining facility, which may be a liability to respective government.

In conclusion, there is what is referred to as cooperative arrangement, which in most cases is a long-term agreement. This is a form of agreement that occurs between the public and private sector participants, whereby all participants share resources, responsibilities risk, and incentive that is associated with the project amongst them. This is usually being done to ensure the attainment of shared objectives (Heshmati, Dilani and Baban 2013: 372).

2.2.2. Types of Public-Private Partnership Arrangements

Public-Private Partnership are executed using various arrangements, and in order to ensure that readers get a clear understanding of how PPP are executed, the researcher goes deeper to elaborate on the types of arrangements that PPP have been executed with. This is referred to as public-private partnership arrangements (henceforth PPPA). PPPA can be classified into two broad groups, namely: contractual nature and institutional nature. PPPA can be said to be contractual in nature, whereby the corporation between the private and public sector participants is uniquely\ specially established on contractual association. In lights of this, the privileges and responsibilities of both\ all participants are regulated by either a series of agreements or a single administrative agreement.

Although, there are different kinds of arrangements, but all are determined by the attributes of the contractual affiliation and designation of task that is assigned to the PSP, which usually corresponds to the concession model in which the agreement is based upon. A number of such projects have been executed in the development of urban infrastructural facilities. Under this kind of arrangement, there is a direct linkage between the private sector participants and the end user, but it is usually subject to the control of public sector participants. Therefore, the private sector actors takes responsibility for the financing, construction, maintenance and day-to-day operation of the public infrastructures, whereby the private sector actors charges the end users some form of service fee for using the facility or infrastructure. This could be in the form of tariffs for using roads constructed by private sector actors.

As a rule, this kind of “concession model” is associated with long term projects, which is in relation to the “long asset life” of the infrastructure (Body of Knowledge on Infrastructure Regulation 2015).

PPPA can be said to be institutional in nature, when the corporation between the private and public sector participants operates within a “distinct entity”. The partnerships bring about the creation of a new entity which is jointly owned by public and private sector actors. This new entity is assigned with the responsibility of ensuring the execution and implementation of project\facility or public infrastructure, with the aim of ensuring service delivery and satisfaction by the end users, which in this regard is the general public (Body of Knowledge on Infrastructure Regulation 2015).

The creation of an institutional nature of PPPA can be actualised through different procedures. The first is the situation whereby both actors (public and private sector actors) mutually partake in the administration of the new entity and the second process is the situation whereby the private sector participant buys and then owns some shares in a prevailing public organisation (Body of Knowledge on Infrastructure Regulation 2015).

The important thing here is that the public sector participants usually exercise control over the new entity, while the private sector participants usually operate the project\facility based on oversight and control from the public organisation. This is done either based on special rights that the public organisation holds or the public organisation being regarded as a shareholder. This form of agreement is essential because it gives the public organisation the powers to exercise control which increases their power relation in negotiation arising in a change of needs and service adjustment that is related to the project\facility. Also, it allows the public sector actors to acquire knowledge, which in return will boost their competence as regards project needs, implementation and evaluation (Body of Knowledge on Infrastructure Regulation 2015).

Nonetheless, the PPPA is a regulator based on the existence of a sector regulator, shareholders agreement and the company statutes, and also serve as the guarantor

between both/all participants. The laws of the company usually institute the common rules in which the organisation is governed by and its operation is based on, whereas, the “shareholder agreement” is used to regulate the relationship between both/all participants (Body of Knowledge on Infrastructure Regulation 2015).

The most important document in this form of agreement is fundamental to the performance of the new entity. This is because; it states the proportion of risk sharing, the minimum financial contribution that is required from the private sector participants, the possibility of a call-option by the public organisation and the process to follow in situations whereby a stalemate arises. This is needed because to some extent, it puts pressure on both/all actors to perform to the best of their ability when implementing the stipulated agreement. In as much as there are a number of benefits attributed to this form of agreement, the existence of close and continuous contacts between the public and private sector participants may bring about the situation whereby the public sector participants become exorbitantly attached to the values and objectives of the private sector, which may be detrimental to public interest which the public sector is created to protect (Body of Knowledge on Infrastructure Regulation 2015).

2.2.3. Public-Private Partnership and Public Opinion

There is a need to bring public opinion into discourse on PPP. This is essential because the notion of active people’s participation goes along with public policy formulation and implementation. Thus, there is the need to examine if the processes of identifying the projects that will be implemented under PPP arrangements have elements of active people’s participation. This is crucial because, it can be used as a means of checks and balances. Also, it can serve as an avenue whereby the people can highlight their communal needs, with the hope that such can be implemented under PPP arrangements.

It should be noted that “the general level of public support for a particular agency’s programs affects the agency’s ability to maintain a base of political support (Rainey 2014: 116). On the other hand, it is also believed that as a rule, public opinion can be used as instruments to influence “the management of public organisations”. This can be actualised either through the participator assertiveness of the general public towards the

affairs of the governance or the attitudes of the people towards specific public policy (Rainey 2014: 114).

This brings us to the understanding that power lies with the electorates. But, in some instances, the challenge has been that such power has been hijacked by public office holders or by private sector participants. In some societies a number of the electorates do not even know that they actually possess the power to compel those at helms of affairs of a state to follow a specific direction or embark on a particular public policy.

This further leads to the need, purpose and importance of active public participation in governance. The citizens of every nation are required to show some level of interest in governance. This is importance because they can serve as watchdogs to their local politicians, and can also use such instances to advocate for the formation and implementation of specific policy.

“In 1989, a public outcry against a proposed pay raise for members Congress, federal judges, and federal executives provided another good example of the effect of general public opinion on government employees and organisations. In opinion polls, more than 80 percent of the public opposed the increase. Ralph Nader and the National Taxpayers’ Union fought the raise aggressively, exhorting voters to write to and call their representatives to object to it. Congress overwhelmingly voted down the raise.” (Rainey 2014: 114 -115.)

Perhaps, one might wonder if such can work in African societies, especially in Nigeria. This is because discussions on salaries and allowances of Nigeria politicians seem not to have been subject to public debate. Also, if one considers the new reign of pensions that Nigerian politicians award themselves, then one could conclude that the generality of the Nigeria public have zero say in the affairs of Nigerian government. This conclusion is drawn because, from an academic standpoint, it is difficult to explain and comprehend how a former governor will be built a house of 300 million naira (Punch 2016), has a retirement home?

This is stated bearing in mind that the amount represents just the house excluding other remunerations like medical expenses, service cost of security personnel to mention but a few. One would wonder if the educational or health sector in Nigeria gets such funding, and also why Nigerian governments find it more appealing to live on extravagant life

styles rather than finance education, investments and innovation. Imagine the socio-economic and multiplier effects of 300 million naira investment in a manufacturing sector in Edo state compared to the monetary award given to single individual.

It becomes more interesting in a situation where the governor in question was once a former union leader who one would have expected would know better. At this point, this research takes a radical look and one wonders if there is ever any justice in this world? Also, this research share the standpoint that perhaps if Nigerians still worship the various African gods, these gods could be used as instruments of justice in such situations. At least, it would not be wrong to send the god of thunder and lightning (Sango) against corrupt Nigerian politicians. This research will end this discussion here to avoid diversion from the focus research.

Conceivably, it will be right to state that the interest of the Nigerian elite is to makes the best (in terms of financial returns) out of national wealth while that of an average Nigerian is just to meet up with their respective basic needs. Thus, public opinion can be used to checkmate the internal management as well as excesses of government.

It is also noteworthy to state that active people's participation plays a vital role in the formation and composition of the ethical climate of public organisations, bearing in mind that this in turn has an impact on administrative structure which cuts across all the lines of hierarchy in public service organisations. The challenges that arise here can be related to a number of questions. First, how do communities or societies get people to act on public matters? This to a large extent has to do with the contextual formation of every society and in some cases the history, value and culture of specific societies. Also, one may want to ask what impact education has on active people's participation? This is important because one may wonder if the level of literacy or illiteracy has any impact and correlation on how people preside in government and engage in government activities. These questions above raise a number of concerns especially when factored into the Nigerian context which to some extent is adjudged to be a society ruled by the Elite class. It therefore becomes uncertain if the interest of the elite is the same as the interest of the general public.

The importance of active peoples' participation as it relates to PPP arrangement is essential as it could be used to ensure that projects in the hearts of the public is implemented. Although, there is always friction in choosing which projects will be implemented or which policy directions should be followed. This may occur in situations where people may be interested in projects or policies they can bring about immediate benefits while the government may be interested in those that would impact the lives of the people in the long run. But then, people need to get some satisfaction while they are alive, because as Keynes (1923) rightly puts it, "in the long run, we all are all dead".

2.3. Organisational Culture

Before discussing organisational culture, it is imperative to take a critically look at the notion called culture. This is essential because it creates an avenue to understand the roles and impact that culture has on the human mind, the work place and the society at large. Also, there is a need to discuss the interconnections between culture, which leads to organisational culture and the overall management and success of any organisation. Culture can be viewed as a forceful phenomenon that exists and surrounds (and has both negative and positive impacts on) human social interaction. This is continually formed and endorsed by the daily interaction that occur between people and their immediate environment which is fundamentally shaped by leadership behaviour, ethical climate, contextual formation of the society, norms and values that are generally acceptable in a particular society. As such, it guides, sometimes compel behaviour of human beings when they engage in social interaction (Schein 2004: 1).

This above stated fact is in consonance with Elder-Vass (2012: 39) view about human social interaction that culture goes beyond individual human ability and perception. This is because, many a time the actions of people seen to be guided (perhaps controlled) by forces beyond the individual. And as such, we can agree that there is a prominent existence of an external force which dominates (perhaps we can say control) almost all human social interactions and tends to leads people to either being subjective or objective to social occurrences and human social interactions. This is due to the fact

that the external force which dominates the outermost space and almost all internal structure of human social interaction can compel people to act in certain ways (Elder-Vass 2012:39).

Consequently, it requires individual ability and consciousness of people to understand the complex nature of the forces of culture for them to ensure that they do not become victims and are able to live above the internal and external forces of culture (Schein 2004: 3). Although, the general notion of 'it is easier said than done' should be noted. Also individual capabilities is essential as the ability to be subjective or objective could be said to be a function of one's capability, understanding of the complex nature of culture and one's consciousness.

It takes a lot of determination and consciousness to ensure that one is not submerged by external and internal forces. The conscious part here is that at times the external and internal forces can be based on practices that are officially and unofficially (deliberately and in deliberately) 'shared and agreed' by a specific community or organisation (Elder-Vass 2012:39). This further leads people to the notion of "how things are done here and how things are done there", which makes some practices generally accepted or rejected as the way things ought to or ought not to be done or the way organisational operations should or should not be carried out.

A contextual look at culture, as regards its relation to organisational culture leads to the definition of culture, which states that culture is "a shared set of practices and understanding" (Elder-Vass 2012:39), This definition puts into consideration the fact that the existence of shared practices and understanding creates an avenue for a transfer of knowledge, which could be subject to voluntary or forceful acceptance. This on the other hand can lead to the promotion of collective representation and protection of collective interest which may impede people's desire or compel people to uphold specific beliefs, practices and activities. This also can further lead to the formation of a norm-circle, leading to rules, which can make some organisational and societal practices become generally acceptable across the board.

This leads us to the arguments on the possessive power of rules, which many writers try to question. It can be viewed that rules do not possess any “casual power” because they have no individual mechanism of their own to make sure that people act in line, rather it is the people or various communities and organisations who act in accordance with the stipulated rules that have the overall power needed to ensure compliance. Therefore it is the people who possess the so called power (Elder-Vass 2012:48 cited in Raimi-Lawal 2014: 3). Thus, the ability to compel and oppress what is generally accepted lies within an individual and it can be based on the individual’s consciousness, unconsciousness and perhaps choice.

To begin with organisational culture, one will first have to understand that organisational culture has an impact (negative/positive) on the behavioural pattern of respective individuals that work within an organisation (Lawton, Rayner and Lasthuisen 2013: 9). Also, organisational culture can be associated with the leadership style of specific organisations, bearing in mind that the leadership style exhibited by a leader\manager will have either positive or negative impacts on organisational followership.

In addition, the approach adopted by a leader\manager in relation to organisational powers will, to a large extent, determine the mode, manner and level at which organisational operations will be carried out. This is why leaders\managers are required to lead by “creating the right culture” or by creating organisational climate that encourages the right culture which should be a “culture of quality” or a “culture of customer service” (cited in Schein 2004: 7). This can be used to facilitate the process of optimising organisational operations.

It can be said that the overall performance of a specific organisation is a function of its organisational culture. This can be substantiated when culture is seen as being all-encompassing and as a possessor of power to “influence all aspects of how an organisation deals with its primary tasks, its various environments, and its internal operations” (Schein 2004: 14). Such influence could be either positive or negative, which is why the role of manager/leaders is importance in emphasising the “creating the

right culture”, bearing in mind that this has to do with the process of building the cultural climate of the workplace.

Questions like what is the right culture? Who determines the basis or justification for what entails a right or wrong culture? How do people both as participants and observers evaluate and justify a right or wrong culture? On what premise is the evaluation and justification based? usually arise. This also brings us back to the notion of organisational culture in relation to the “complex whole”.

On the other hand, the organisational culture of a group can be likened to what “personality or character is to an individual” (Schein 2004: 8). Also, organisational culture can be attributed to the process of socialisation that occurs within an organisation. In light of this, organisational culture encompasses cognitive elements, beliefs, practices which are shared within an organisation or a society. In some instances, such cognitive elements, beliefs, practices are protected and promoted by old and new employees, owners of organisations, public officials and political office holders. Therefore, people can be subjected to the socialisation process (Schein 2004: 17 and 18).

It is significant to state that the psychological impact of the socialisation process on the new members of a group, to a large extent could compel them to accept the beliefs, norms and practices of the particular organisation that they belong to as the acceptable way of doing things. This can also be likened to the acculturation process that ‘immigrants’ pass through when they relocate to an environment.

Moreover, clashes of culture may occur within an organisation when new members “bring their own cultural learning from prior groups, educational background and socialisation into occupational communities” (Schein 2004: 35). But in some instances, as the new member begins to get integrated into the organisation, he/she may begin to modify his/her behavioural pattern to fit into the new organisational structure (Schein 2004: 35). Although, this may not be true in all cases because some new members may be willing to challenge the status quo with the view of changing how things are done in the new environment.

Similarly, the inability to ensure the existence of a homogeneous culture within a specific organisation could lead to clashes between the different cultures that are present within an organisation. This may be associated with the existence of sub-cultures, which is a major characteristic of public organisations (Lawton, Rayner and Lasthuisen 2013: 4). As a result, workers in the course of carrying out their daily activities will have to deal with a multifaceted set of challenges, complex social relationship, norms and principles. This is indispensable because in the course of protecting one's job, employees may be subjected to organisational and professional rules and norms, coupled with the need to make sure that they attain customer satisfaction, which in some instances may evolve around empathy, rules and regulation, and so these employees have to apply wisdom to situations or cases that may not augur well with their individual ethics (Lawton, Rayner and Lasthuisen 2013: 4).

The problematic part of the social relationship is the nature and dynamics that surrounds such relationships. This is because social relationships entails an extensive set of correlation, which can be function within both official or unofficial capacities inside the inner space of an organisation, between the organisation and the societal formation (which comprises of a diverse perspectives, orientations and horizons) and "between the organisation and its external stakeholders". Employees need to bear in mind that one of the vital roles of public officials, leaders or managers is the ability to effectively manage these relationships, which in most cases operates within an "idealise bureaucracy governed by hierarchy, formal rules and position within the organisation" (Lawton, Rayner and Lasthuisen 2013: 8).

This process entails how norms are formed and articulated and the process that justify their implementation to become shared practices within an organisational setting. This entails the socialisation process whereby a member of an organisation takes a stand while the other members of the group have to deal with such a stand. These they do either by enthusiastically endorsing it, or opposing it (Schein 2004: 74).

The importance of the above statement is that there is a need to understand that the dynamics that surrounds and determine the functionality of organisations is very complex. Just like prices are determined by unseen forces of demand and supply,

organisational practices can be largely influenced by internal, external, seen and unseen forces, which may be hard to know let alone control. An interesting topic that arises when organisational culture is talked about is organisational behaviour, which is essential in facilitating entry process into the work place and the process of keeping a particular job. (Interested readers should see Robbins and Judge, 2015).

Culture in Relation to Organisational Culture

When the above stated view is brought into an organisational context, then it is seen that people have the power to choose what they want: their behaviour, which can be based on morals, the principle of right and wrong or what is officially and unofficially accepted within a specific society or organisation. But this may get in the way of the notion of collective representation and responsibility needed to ensure that the best interest of a community or an organisation is attained, protected or promoted. This is a very complex argument because it will depend on what best interest entails in its totality and the perspective that best interest is viewed from.

It is also noteworthy to briefly look at Hofstede & Hofstede's (2005:2) views on culture, being the mental programming of the mind. Perhaps, it is essential to critically view the process that makes it possible for the mind to be programmed with the perception of understanding how such occurrence is possible and what can be done to either curtail or prevent such occurrences. In doing this one will have to critically assess an individual's capability, which could be based on issues like circumstance of the individual, the respective individual's horizon which is a function of a "complex whole", the frame of mind which is positively related to time and point of view, and the values that the person holds at heart, which may be a function of identity, race and society that the individual takes his or her values from. Indeed, the "complex whole" is certainly complex.

On the other hand, though peoples' minds can be programmed towards the same direction but there is no scientific proof to show that the minds of majority of the people in a specific location can be programmed in the same direction. Individual capability

and individuals choice therefore comes to bear, thereby giving hope for the existence of objective views.

To understand the importance of culture as it relates to organisational culture better, one will have to agree with the words of Schein (2004: 17) that culture entails a behavioural pattern and practice of communal and fundamental assumptions that has been cultured by a group of people or an organisation as it address challenges of ‘external adaptation and internal integration’ of its workforce. Those practices that have been tested and are perceived to be trusted are presented to new employees of an organisation as the precise approach to perceive and reason in relation to communal, group and organisational practices (Schein (2004: 17).

Hence, new employees carry our organisational operations based on such perspectives. It is important to note that, in some instances, knowledge and information are transferred consciously and unconsciously from old employees to new employees in an organisation. Similarly, from the social science perspective, culture can be said to be

“a subjective reality; it has rites, rituals and meanings, is symbolic and takes a social constructivist perspective. As such, it is not objective and cannot be easily quantified or measured. Moreover, it recognises sub-cultures with organisations, therefore, takes a pluralistic perspective.” (Lawton, Rayner and Lasthuisen 2013: 75.)

To this end, the relevance of the societal context to organisational culture is that, the dynamics that determine the composition of the ethical climates which surrounds an organisation, and also reinforces values, norms and what is precise as generally acceptable, reside in the contextual formation of the society in which the organisation operates, the form of the organisation (either centralised or decentralised) and the organisation’s history which new members could be subjected to in the process of fitting into the organisational culture (Lawton, Rayner and Lasthuisen 2013: 78).

Ethical climate can be likened to the family and society in which a child is born. A child is expected to take up his values from his parents and the society at large. Hence, we can agree that the very presence and the capability of ethical climate in the societal formation and its impact on people’s everyday life is undeniable. To further substantiate

the point, it is generally assumed that the values that children take up are those which they see/take from their parents and immediate environments. These values lie in the ethical climate (the practices which can be seen and unseen) of their respective societies.

2.4. PPPs as a Combination of Management Practices of Public and Private Organisations

This section seeks to give detailed explanation into the activities of public and private organisations. The purpose of this section is to give readers the opportunity to critically examine the activities of both organisations. This research does not take a stance as regards which organisation is good, bad or better. Rather, it gives readers the opportunities to draw conclusions themselves as regards the role of public and private organisations and these it relate to provision of public goods, services and infrastructures. Before going further into the discussion, below is a diagrammatic illustration of the differences between public and private organisations.

Table 3: Comparison between Public and Private Organisation

Type of organization	Public Organisation	Private Organisation
Goal	To protect public interest	To maximise profit
Major Participants	Government and Citizens	Investors
Source of fund	Public funds	Private funds
Perspective	Rules orientation	Result orientation
Logic	Bureaucracy	Legal
Control mechanism	Hierarchy	Management
System mechanism	Centralised	Decentralised
Instrument	Public Policy	Market Analysis
Major strength	Government backing	Innovative
Major challenge	Persistent Public Scrutiny	Risk Associated

2.4.1. An Overview of Provision of Public Goods, Services and Public Infrastructural Facilities

The emerging need and perpetually evolving process of ensuring effective service delivery of public goods, services, and infrastructure for the populace, by and large the contextual formation of respective societies, the cost, and the availability of resources, government policy and interest, usually generate an endless public discourse. It is publicly stated that adequate provision of public infrastructure can facilitate the process of ensuring the well-being of communities and also expedite the process of “narrowing development gaps”. It can further be used to correct socio-economic disparities among people who reside within a specific geographical territory.

For example, the existence of adequate provision public infrastructures like good road network in rural communities will facilitate easy, quick and cheap access of perishable goods from farms to the markets. Likewise, the high cost of transportation will be reduced. Also cost of storage associated with perishable goods will be reduced. The profit margin of rural farmers will increase (Llanto 2008a: 320). Hence, the people, governments and stakeholders of various societies and communities take a keen interest in the discourse on the need and provision of public goods, services and public infrastructure.

Perhaps, it can be stated that this is the main reason why the provision of public goods and services is seen as a public discourse which can influence government policies, make the people discredit a government and its action plan or even usher in a new government. Discussions on the provision of public goods, services and public infrastructures are that which requires the attention of the government, stakeholders and the public. This is because, availability, non-availability and inadequacy of public goods, services and public infrastructural facilities and services can bring about positive and negative effects to all human societies and communities. This if not properly addressed may bring about detrimental effects in the long-run.

Thus, analyses of discussion regarding the provision of public goods can be looked into from different perspectives: one can be from the point of view of needs versus wants. Need in this regard, is mostly determined by the government in power or its agencies of

policy formation and administration. In addition, the processes of providing these needs are mostly expressed in the policy paper of the respective government.

Basically, the needs and wants of people are different across the globe. This is because the contextual formation of societies naturally creates diversity in the choices and ways of life of the people. Also, culture influences the choices of wants and needs, just as household income also influences the choices of wants and needs of a family. Most importantly, there is a need for every government to create an enabling environment and process that can facilitate a better life for people who reside within their geographical territory.

It is important to state that, not all desires of the people can be actualized. This is due to various reasons. For example, the desires of the people may not be in line with the interest of the government. But despondently, some communities have been silent on such matters in such a way that their views are never heard. And in some cases, the desires of some societies take longer time before they are attended to. A resultant effect of this is that it makes this life miserable, because the joy of living and citizenship should be seen in the ability to have one's desires fulfilled. Nonetheless, it is important to state that such desires are duty-bound to be within some frameworks of government guidelines and regulations, since all societies are governed by laws.

Another point of view is quantity versus quality. In this regard, discussion is centered on projects implemented by government and the sustainability of such projects. Some scholars are of the opinion that the quality of public goods, services and public infrastructure should be of more importance than the desire of the government to meet all that they set out to do. As such governments should prioritise quality over quantity. Hence, there is a share public opinion that governments should focus more on specific projects and ensure that such projects are implemented from the point of view of quality. It is generally assumed that the desire to meet government's set of actions might jeopardise the possibility that such projects will be of standard quality.

This is why the role of monitoring and evaluation is vital to public projects, because projects that are implemented below the generally agreed standards can be easily

identified, with the view of correcting them. But, if the resources are available or if situation permits, then governments can go ahead and work towards meeting all its set of actions. This is due to the fact that the financial capability of governments across the globe differs. For example, the government of Qatar might be able to meet all its policy statements for a particular year while the government of Nigeria might not be able to meet theirs. Although, arguments on effective management and mismanagement of resources may arise here. This research stays off such discussion to maintain the research focus.

Similarly, it can be said to be viewed from the perspective of provision of social amenities and public infrastructures that the benefit accrue either in the short term or long term run. Hence, the benefit of the provision of such services and facilities is the either realised in the immediate or after a number (protracted period) of years.

Alternatively, some schools of thought view provision of public goods, services and public infrastructures from the perspective of accumulation of public debt versus non-availability of public infrastructure. Basically, this has to do with the cost implication of provision of public goods, services and public infrastructure. A large number of people who share this view are of the opinion that the burden, which is as a result of huge public debt (this is more like a future burden which can negatively affect economic progression) in most cases, does not equate the satisfaction that the general public derives from public infrastructures. Hence, a good number are of the opinion that perhaps, provision of public goods, services and public infrastructures which can result into huge public debt should be considered based on time and financial capability. And that the people should learn to bear with what is obtainable.

Additionally, those from the school of thought of public analysis view provision of public goods and services from the perspective of process analysis. This involves the life cycle process, that is, starting from the social problem that is required to be addressed (this entails all the issues surrounding the root cause of the social problem), to identification, formation and implementation of the stipulated policy that will be used to seek redress to a social problem, as well as project monitoring, evaluation and quality assurance. Such a process can be used to evaluate the performance of the policy in

question. This also, ensures that the process of policy formulation and implementation is in line with set standards.

In the same vein, the public may view provision of public goods and services from the perspective of deliverable. That is, the project implemented and not the process which a project or infrastructural development goes through. Hence, the public are more interested in what is physically done and not the policy statement or the process of execution of public projects. Although, the public do have a vital point but this might not be in line with the best practice. This is because public projects should not just be viewed from the perspective of face value. Rather, they should be viewed from a holistic point of view, which encompasses the policy process and the entire viability process. This is stated in consideration to the aims and objectives of the public projects, their respective costs and cost implications, and the socio-economic benefits that will arise if policy statements are implemented accordingly.

This is essential because, in a number of African societies, a large proportion of the people interpret a working government to mean that which they can physically see what it is doing, not putting into consideration the need to access the sustainability of what is being done. Also, a large proportion of the people in African societies pay less attention to critical information and analysis of process in which the project is being implemented through. For example, a number of African countries have implemented various public projects through Public-Private Partnership arrangements (PPP). But, there is little or no evidence which shows that the people understand the concept of PPP, needless to say that the general public knows the particular PPP type which the projects are implemented through.

Also, a number of Nigerians share the opinion that the Buhari-led administration is not working. This is because they are not sensitive to the institutional reforms, which the government is working towards. For example, the Minister for Works, Housing and Power is working effortlessly to resuscitate the power sector. However, the people are more interested in the immediate results. They seem to forget that life is a process and that a quick fix is never the best solution.

A thought-provoking scenario that has further complicated the mode of public analysis in African countries is the reign of elite governance being practiced in a number of African countries, and high rate of illiteracy among the African population. Conceivably, one might argue that the existence of high rate of illiteracy is a systematic control mechanism used by the elites to ensure that the artificial power structure which they have created is never contested by the average man. This is stated because there is a need to ponder on the benefit that African governments derive when they are unable to ensure that a larger proportion of Africans get the basic education needed for a large scale production. Also, there is a need to ponder on why African governments are unable to tap into their population strength.

To this end, the above stated thoughts are fundamental, bearing in mind that the need to ensure sustainability of policies and public projects are crucial and non-negotiable. This is because the effectiveness of any policy statement or public project can be justified by its ability to ensure sustainability in the long run. It is important to also put into consideration the ultimate principle of cost implication and time, which goes in line with the value of money at the specific time that the public project was implemented (Llanto 2008a: 320 and Llanto 2008b).

On the other hand, it is generally known that the provision of public infrastructure takes its importance in the prominent role that it plays in the short and long run of socio-economic activities of various communities, societies and countries. This way, public infrastructure can be stated to be positively related to economic growth and development. This is stated because public infrastructure plays vital roles in poverty alleviation, as well as ensuring economic enhancement of the societies at large. A society that has good public infrastructure will attract local and foreign investors. This is simply due to the fact that the prospective investors are more interested in environments that are business-friendly. Such friendliness is identified in the availabilities of the needed infrastructures. This will reduce the cost of production, associated risks and increased rate of returns. These are factors that investors consider before going into a business or before investing in a business environment. Equally, a society with little or poor public infrastructures will deter local and foreign investors.

Communities and governments should, thus, ensure that their respective environments are business attractive and friendly. For example, a society that has an effective transportation system will facilitate an operational mobility of goods, services and business activities. One could conclude that it is imperative for every human community to have an effective transportation system because of the relevance and positive correlation that is associated with this. This can be further expressed in the relationship that exists between transportation system, production cost and transaction cost. And also because such can “enhances the efficiency of markets”, which to a large extent goes a long way in the process of economic transformation of communities (Llanto 2008a: 320 and Llanto 2008b).

In an explicit stance, the discussions on public goods, services and infrastructure which has snow-balled into discussions on PPP cuts across issues such as how government(s) can make social amenities readily available; how government(s) can ensure that the available social services and facilities are sufficient and operational; how the cost of public expenditure can be reduced and how government(s) can mitigate against risks associated with the provision of public infrastructures and assets; how the government is able to assure its citizens that public fund is adequately utilised; and lastly, how government is able to attain and maintain public trust.

Thus, the populace usually take interest in this subject matter because they see it as an avenue to protect the legacy of their past generations and institutions, thereby safeguarding their respective and collective interest as well as the interest of their future generations. This interest is generally regarded as public interest, and a good definition of public interest can be taken from the utilitarian perspectives. Utilitarian perspectives is of the opinion that the interest that brings about attainment of well-being and satisfaction is the public interest. In this regard public interest is much more realistic and attained when it is of shared values and interest (Lawton, Rayner and Lasthuisen 2013: 34).

Also, the interest of the general public stems from ensuring that the government is able to meet the shared and individual needs of the governed, a need for justification of taxes paid and to ensure that the national wealth is been judiciously spent. Also, the public

interest seeks to ensure that socio-economic challenges are effectively addressed and managed. Hence, the public seeks to know if public services provided by the government correspond to the tax being paid and the collective national wealth that is accumulated in the government purse (Lawton, Rayner and Lasthuisen 2013: 34).

Furthermore, the public in view of protecting their respective interest, usually assesses the credibility and performance of past and present government. This, they do, by comparing the policies and performance of a past government with that of a present government. And in some cases, the comparison is viewed based on the policy statement and party manifesto of past, present and future governments. This, in most cases, is used to assess the credibility of political parties and candidates during election periods, which can be used as a yardstick to decide who to vote or not to vote for.

This leads us to the notion of effectiveness and efficiency of government, its policies and institutions. This is important because the policies and performance of any government is positively related to the socio-economic development and general well-being of their respective population not forgetting that, effective management of public funds entails effective allocation and effective utilization and also bearing in mind that the above statement has a positive correlation with the economy and the general well-being of the public.

This is why in order to ensure service delivery of public infrastructures and facilities, the government seeks for innovative ways. This has brought about a progressive trend in the approach through which public procurement is being actualised, and the process in which public goods and services are being provided and managed. The trend can be linked to various ideologies, perspectives and doctrines.

For example, one ideology is nationalization. This is associated with the era where government took over private enterprises in order to ensure that resources are optimally utilised and to protect national interest. The argument during this era was that private enterprises were not of the best interest for the people and that private enterprises were a threat to national security. Another is privatisation, which ran simultaneously with deregulation. This was the era that private enterprises played vital roles in production

and distribution of public goods and services. And then, came the age of public-private partnership (PPP) which is the main subject of discussion. This is associated with shared participation of private and public sector organisations in the provision of public infrastructure, goods and services.

But then, question arises as regards why there is a change of perspective; whereby, a number of governments now support privatisation of public asset. Perhaps, time and circumstance are needed to be put into consideration, or one might argue that interest of government may have changed. Also, one might conclude that government is no longer centered on the public and national interest, rather, it is centered on business and financial interests.

Although, privatisation in itself might not be totally wrong, if carried out with the interest of the people at heart. But, public opinion continues to state that privatisation is never in the interest of the people.

It is stated in public opinion that gone are the days when governments nationalised private enterprises to ensure eradication of monopoly. But, now government is selling monopolised agencies to private actors and they hope that public interest can still be protected. Perhaps, one might wonder if monopoly, which has the tendency to exploit consumers by its ability to determine and inflate prices, can be any good to the general public.

Although, some scholars hold the view that these changes were required due to many reasons. For example, non-availability of funds, population and time. Nonetheless, a number of scholars interpret the continuous change of the cause of government action to “language game” (Hodge and Greve 2005: 4 cited in Teisman and Klijn 2002). Language game, in this sense, is attributed to the government mode of trying different ideologies, which in the initial stage will seem to answer all questions. But after a period of time, it becomes unable to provide answers to the circumstances that arise due to past socio-economic challenges and the complications that arise from the inability to address the socio-economic challenges on time. And it is also unable to provide answers

to arising and projected socio-economic challenges (Hodge and Greve 2005: 4 cited in Teisman and Klijn 2002).

Perhaps, it can be said that the change of ideology is not a language game. Rather, it is a change which is necessitated by time, population dynamics, availability and non availability of funds and globalisation to mention just a few. Thus, government changes its policies on how public goods, services and infrastructures are been provided to keep up with the ever-changing dynamics of time and circumstance of their respective societies. Bearing in mind the generally shared notion that change is constant. And that the context, dynamics and circumstances prevailing in ever human society are never constant. Respective government may have to be conversant with time by changing its approach of service delivery to suit what is obtainable.

Quite captivatingly, a number of African countries have been unable to keep up with the trend of time with the global community on how government is being conducted. This is because, discourse across the globe has moved from traditional public administration, to new public management and some societies are in the phrase of new public governance. But, a large number of African countries seem to be stuck with public administration while a few seem to be evolving around new public management.

Probably, the inability of African States to move with the trend on how government is being conducted can be attributed to the stumpy state of governance in African countries. This opens the door to a complex discourse, which is centered on why African countries are required to rely on “foreign ideologies”. These arguments cut across a broader perspective of life, and continue to bring up more arguments. For example, democracy is regarded as good and the idea was “sold” to African countries. But one would have to ask if democracy has any correlations with the contextual frame of African communities.

It becomes more complex to argue because African communities are diverse do not give an appropriate view of the various communities’ cultural and ethnic representation of the ancient African society. The argument here is that foreign ideologies may not be the best for African countries because it does not conform to the contextual formation of

African communities and the ethnic groups that make up the African countries. And in most cases, the ruling elites maximised the process to enrich themselves.

In reference to the ever changing process which various governmental organisations and institutions engage in, to ensure adequate and efficient provision of public infrastructures, this research takes its interest in the procedure tagged PPP, which is said to be associated with the collective efforts of government and private sector participants in the production and maintenance of public goods, services and infrastructures. Rather than looking at the whole concept of PPP, this research seeks to maintain focus by strictly assessing the management practices in which PPP are carried out and based on. Also, this research chooses to focus on PPP projects implemented in Lagos State, Nigeria.

This research takes interest in PPP because when PPP is being discussed, various concerns begin to emerge. This is due to the fact that the concept and ideology of PPP continues to be a ground for public contestation. But a number of advocates continue to support their assertion with several of reasons and analysis. One major reason that is commonly shared has to do with the argument that PPP promotes positive contestability in the provision of public infrastructures (Kwak et al 2009 cited in Roehrich, Lewis and George 2014: 110). In addition, PPP encourages more diversity in the delivery process of public goods, services and infrastructural facilities. As such, respective governments are able to guarantee the provision of superior quality of public infrastructures. Similarly, PPP brings about assurance that public goods and services are obtained at optimal rate. Lastly, PPP further facilitates effective risk allocation in the provision process of public infrastructures, goods and services (Kwak et al 2009 cited in Roehrich, Lewis and George 2014: 110).

2.4.1.1. Public Organisation

Since the audience of this research is the wider society which does not leave out the lay man in the society, this research deems it fit to give detailed explanation about the core

areas of this research, which are Public and Private Organisations, as it is hoped that this will give readers a clearer understanding on what this research entails.

When the term public is being used, it could be translated into various meanings. The concept “public” can basically be referred to as:

“...enabling authoritative public choice about collective activity and purpose. In short, it is about clarifying, consulting and achieving a public purpose. It has the ultimate responsibility for constituting a society as a political community which has the capacity to make public choice. Producing a ‘public’ which is able to enter into dialogue and decide about the needs of the community ... is the uniquely demanding challenge facing the public domain.” (Rason and Stewart 1994: 59 – 60 cited in Bovaird and Löffler 2009: 5.)

A further usage of the term “public” that is generally used to differentiate between the public and the private sector is the discourse that surrounds the differences in opinions as regards organisational ownership, which involves shared ownership usually in the name of the general public versus individual, family or group ownership and purpose and which also involves protecting public interest versus maximisation of profits (Bovaird and Löffler 2009: 5).

Hence, public organisations can be simply defined as those which are financed by public funds and whose sole purpose is to provide public service for the populace. Such organisations set out to provide services to the masses with the view of protecting public interest and ensuring some form of public service responsibility (Bovaird and Löffler 2009: 5). Perhaps, it would be right to state that in order to ensure public interest, there is an inevitable need for public organisations. It is noteworthy to state that the emergence of PPP has also brought about situation where by public service are been provided by private organisations.

Those who work in public organisations are referred to as Public officials. Basically, they include “elected politicians (who play the major role in public policy formation), appointed public administrators and public managers (who to some extent play vital roles in public policy formation and implementation) and professionals” (who are mainly tasked with implementation of public policies). Examples of these professionals are the police force and the military, teachers, doctors, nurses to mention just a few

(Lawton, Rayner and Lasthuisen 2013: 1). But, this to a large extent depends on the society being discussed as some societies now have some of these services provided by workers employed under private sector agreement, with some form of contract with the government.

The importance of public organisations can be referred to as needed in order to ensure that the welfare of the people is guaranteed. All employees employed to provide public goods, services and infrastructure have to function to the best of their capability and most especially, there has to be the political will for them to function and operate effectively. Importantly, emphasis must be placed on the political will of elected politicians. This is due to the fact that political will is the foundation and driving force that the provision of public service is based upon. With regards to this, it is on this premise, climate and control mechanism that all activities of governance function. The political will cuts across the will to ensure formulation of appropriate policies and the will to have in place effectual service and control mechanism that will ensure effective and efficient implementation, monitoring and evaluation of the public policies.

The importance of public organisation in Nigeria goes beyond ensuring the well-being of the people and extends to being the major employer of labour. For example, in 2013 the Rivers states government in Nigeria employed 13,000 teachers at a go (Public statement credited to Governor of River's State: Governor Rotimi Amaechi) (also see *The Tide* 2013). This goes in line with the analysis put forward by Lawton, Rayner and Lasthuisen (2013: 6) as they clearly note that "sometimes the public service is the only game in town and individuals have no alternatives but to join the local municipality or government office". It is also public knowledge in Nigeria that Kogi State is a civil service state. As such the "only" source of income for the vast majority is to have a job in the public service. All this brings to light the important role that public service employment plays in every society ranging from the provision of public goods, services and infrastructures to being an eminent employer of labour.

Notwithstanding, the public service is still faced with a number of challenges. One of the major challenging issues that the public sector is faced with is that:

“Public service organisations are subject, increasingly to performance regimes. In education, policing, health, social services or the environment, public officials are subject to target and their organisations are positioned in league tables depending upon performance.” (Lawton, Rayner and Lasthuisen 2013: 1.)

Similarly, public officials are subject to high level of public scrutiny and in some cases, it becomes hard to separate their private life from their official life, and this has affected how public service is seen and can be accessed. For example, the case of a Texas judge who was “found” drunk became a public debate (Inquisitr 2014). With respect to this, a number of questions were brought to light. Questions like: what “kind” of people should be in position of judges? What way of life (public and private life) is expected from people in position of judges? Is there a border between the public and private lives of people who work in public service? If yes, where is the border between work life and private life? Does private life have any interference with public duty? Began to pop up. These questions will not be discussed in this research. Readers interested in these questions are advised to seek for answers.

The word “public service” seems to be ever present when issues relating to public organisations are being discussed, perhaps, it will be right to ask, what is public service, why is it important and why does public organisation take interest in its provision? The term public service could be interpreted to mean a number of things, which could be determined based on various perspectives. Definition of public service could be based on various academic disciplines or philosophical points of view and contexts of individual societies.

From the stand point of welfare economics, public services are those services that require the intervention of the government to facilitate its production and distribution because of the forces of demand and supply cannot ensure equilibrium and aggregate demand and supply of the service. As a result, there is an undeniable existence of market failure in the production and distribution of these services which requires government intervention to guide against sub-optimal social welfare, exploitation, scarcity and ensure that the services are readily available for people living within its territorial ground (Bovaird and Löffler 2009: 7). Examples of these services are; provision of basic healthcare services, provision of educational services, provision of

public infrastructures like transportation infrastructures (aviation infrastructures, road and rail transport), energy infrastructures (storage facility for renewable resources, fossil fuel and transmission lines) and the protection on national security.

When the notion called public service is brought into the political sphere, one may have to agree with the view given by some scholars that public services seem to be on the priority list of politicians. Thus, such services are very important in the ‘political decision making’ process to the extent that politicians may be willing to sacrifice for it. This is because, provisions of such services are vital because they play important roles in election and re-election, which is crucial to politicians (Bovaird and Löffler 2009: 8).

This makes discussion about public service very complex, because it can be used as a weapon and also as an instrument by both the government and the citizenry. This may swing to either side depending on the contextual formation of the society. For example, a government whose primary motive is to build or rebuild social institutions may not be seen as a non-productive government because the gains may not be immediate or may be irrelevant in the long term run, and the people may adjudge such a government as non-productive.

On the other hand, a government that provides services that can be felt within the short time may be seen by the people as an efficient government. Perhaps, the provision of public service may be referred to as a game that politicians play to win election or stay in power. Going further, a good question to ask will be why people join the public service. It may be concluded that the major reason why people (the people in this regard can be defined as public officers) join public service is because it provides people with the opportunity to “make a difference” for people within their local communities and the society at large. Hence, public officers want to “make a difference” in a profession that gratifies their respective human desires and that also provides them with a financial reward that meets their needs. “Taken together, these three factors need to outweigh the alternatives that are open to them”. And, for a large number of public officials, the sector is not a considering aspect – they choose a line of work or career, not the sector (Lawton, Rayner and Lasthuisen 2013: 54 cited in Audit Commission 2012: 13).

2.4.1.2. Public Service Ethos

In the same vein, another major vital discourse in public service is public service ethos. Public service ethos can be stated as “a principled framework for action, something that describe the general character of an organisation, but which, and more importantly, should also motivate those who belong to it.” (Lawton, Rayner and Lasthuisen 2013: 52 cited in *The House of Commons Public Administration Select Committee* 2002, Para 4:7) Basically, public service ethos tends to illustrate the prevailing state of affairs which is needed to make available regulation and direction for actions. It can also be used to motivate and give bases of justification for actions for those who work in public service organisations (Lawton, Rayner and Lasthuisen 2013: 52).

On the other hand, there is public service ethics. When we look at public service ethics, we can analyse it based on three theories namely; consequential approach, virtue approach and duty based approach. Consequential approach is based on an ethical theory of consequentialism. This basically requires public office holders to take or follow the cause of actions which has the best advantages (cited in Gensler 2006: 138: Salminen 2010: 35). And as such, actions that are ethically acceptable are those which pose more benefits than negative consequences.

Despondently, there is no factual way that we can calculate or aggregate the highest consequences if we put long term perspective into consideration. This is because, long term perspective is not fully predictable and the dynamics of time, circumstances and various economic occurrences also impact on public policies in the long term run (Lawton, Rayner and Lasthuisen 2013: 19). Perhaps, what is done is to assume based on certain principles and forecast mechanisms.

The most notable of consequentiality theories is utilitarianism. This justifies the morality of an action when an action gives the foremost satisfaction and contentment which at the same time is derived by the highest number of people within a specific geographical location (Lawton, Rayner and Lasthuisen 2013: 18), and this can also be likened to the cost-benefit analysis. Besides, the morality of an action is based on the outcome, which goes in line with the popular saying that “the ends justify the means”.

This can be said to correlate with justice analysis and the principle of the ultimate good (Osifo 2014: 13).

Although, this notion may also trample on the rights of minorities, since consideration is given to the view that satisfy the highest number of people. Perhaps, it may be said that the sad realities of this life lies in the inability to ensure equal satisfaction and equal fulfillment of life for people within a particular location.

The second is virtue approach, which is based on ethical theory of virtue. This can be said to be individual attributes that public officials are guided by, and as such they carry out their respective day-to-day activities based on those virtues. These virtues can be narrowed down to the cardinal virtues that the Ancient Greek lay emphasis on, namely: justice, wisdom, temperance and courage and love, faith, and hope which later came to light as a result of Christianity (Salminen 2009: 9 and Salminen 2010: 25 cited in *ibid*: 170;). Also, it can be said to be the “dispositions to act, not just think or feel in a certain way for example, exhibit qualities of goodness, uprightness and morality.” (Lawton, Rayner and Lasthuisen 2013: 12).

Virtue approach can also be defined as ethical theory of virtue that is character-based. In this regard, it is the public official rather than his/her cause of action or the action that is subjected to moral evaluation (Lawton, Rayner and Lasthuisen 2013: 12 cited in Cooper 1998). This is essential in public service and governance because it creates room for accountability, since public officials can be said to have acted based on their personal beliefs. This in some regards can be seen as a worthy way to evaluate human behaviour. But the question that may arise is; how do we evaluate people based on their personal beliefs when the task is an official task?

The third is the duty based approach which is based on the deontological perspective. In this regard, emphasis is based on the importance of adherence to rules, the need for public officials to act within the principles of universal law and actions that are generally accepted to be right (Osifo 2014: 12).

Similarly, the duty based approach clearly stipulates the essence of ethical standards and moral rules in organisational management, and it also states the role and importance of

hierarchy in public organisations which has elements of control in leading organisational direction towards either a successful path or an unsuccessful path. In this regard, ethical standards and moral rules serve as the point of reference that is used to justify what entails in ethical behaviour.

Public officials can make comparison between their respective behavioural pattern and the set standards and rules, which they can use to evaluate their actions if it is in conformity with the organisations' rules. Also, these standard and rules give one an idea of the extent to which public officials can use their own personal discretion (Salminen 2010: 28).

The essential elements that are noteworthy are components of moral behaviour, namely: moral sensitivity moral motivation and moral reasoning and moral character and moral sensitivity which entails individual consciousness and understanding of how one's respective cause of action or actions affects others. This can be likened to the principle of externality in economics. In addition, is moral reasoning and judgment which involves one's ability to take decisive stands or make crucial decisions. This is usually carried out based on the "application of general moral principles by individual moral agents to particular cases through a rational deductive process" (Lawton, Rayner and Lasthuisen 2013: 4)

Furthermore is moral motivation, which basically requires public officials to place ethical values above contending non-ethical values. This is essential for it entails the spirit of integrity, which is vital in public service. In conclusion, moral character, which requires public office holders to exhibit behavioural pattern that is positively related to public service ethos is.

It is noteworthy to state the view of Lawton, Rayner and Lasthuisen (2013: 3) which they noted that at times it is indistinguishable to justify what amount of unethical conduct as distinct from unlawful or improper behaviours. This is to contextual, cultural, societal and the perspective in which the act is carried out, viewed and being discussed. Also, MacIntyre (1984) could be said to be right when he stated that the

process to reach justification within a practice may not be the same as when such practice is being viewed from an external perspective.

Such may be the practice of female circumcision, which in some societies is seen as culturally acceptable but in some other societies such a practice is medically wrong and harmful. But above all, most societies have a clear definition of what is deemed fit as unethical conduct. This leads us to one important element of ethical issues, which entails not just the act that is perpetrated but the process in which it is executed.

In the same vein, there are practices that are considered to be ethical across the globe, just like the Yoruba adage say “owun ti o da o da” which can be interpreted to mean, “what is bad is bad”. This can also be referred to as “calling a spade, a spade”. This view can, however, be contested because the notion of relativism as stated by Lawton, Rayner and Lasthuisen (2013: 18) uses the differences in societal formation to justify that there is no “universal ethical principles”, and as such respective societies should be able to individually decide what is right or wrong based on their societal values.

The concern that arises when ethics is being talked about is ethical imperialism. This results to when one society imposes its societal values and ethics on another society. This is where the relevance of culture comes to light. Nevertheless, all human society appears to have a shared set of principles, understanding and acceptance of what is generally acceptable. This can be seen in various treaties, conventions and agreement signed by countries across the globe.

One major challenge in public service is that many a time, leaders of political parties have policies which may come into view as been transformational and commendable. “But in professing to serve the public interest they are seeking to win prizes for themselves” (Lawton, Rayner and Lasthuisen 2013: 31 cited in Thucydides 1954: 210).

In doing this, politicians have master letters (words) and they have been able to weaponise letters to be instruments of manipulations. This, they do, by making very good arguments to support their proposed cause of action. Perhaps, the general public should pay attention to the words of Lawton, Rayner and Lasthuisen (2013: 38) where the trio state that “when politicians start talking about public interest, run for the hills.”!

But then, leaders of political parties may have good intentions, but external forces that lie, operate and control the societal composition may undermine such aspirations.

2.4.1.3. Private Organisations

The private sector plays a vital role in economic development of every nation. It is assumed that active participation of private sector players is essential to curb the excesses of the invisible market force. Though, these unseen forces are vital to ensure market stability, but there is also need to ensure that accurate mechanism is put in place to guide against further excess and unprecedented behaviour from the public sector participants.

The private sector world is completely different from that of the public sector for so many reasons. The quest for more profit opportunities may compel the entrepreneurship to indirectly create “destruction of existing market, firms and products” while trying to create new markets or space for new products into the market. This is due to one of the major purpose of the entrepreneur, which is positively related to opening new frontiers that will bring out business growth (Bilsen 2001: 35).

The private sector can operate in various forms as a multinational company, a corporation and as an entrepreneurs, to mention just a few. In order to maintain focus, this research will only discuss private sector participation based on the analysis of entrepreneurship. Defining an entrepreneur may be challenging as definition in social sciences has always been problematic due to the absence of an even definition, just as Binks and Vale (1994) rightly stated that “Although the term entrepreneur has been used in English Language for over two hundred years, there is no consensus regarding the definition, characteristics or the role of the entrepreneur.”

But for the purpose of this research, definition, entrepreneurship will be viewed from the perspectives of Kirzner (1997) who referred to an entrepreneur as that person who “without knowing what to look for, without developing any deliberate search technique, the entrepreneur is at all times scanning the horizon, as it were, ready for discoveries.” The bone of contention is that, though the discovery leads to a fruitful ones, such may be short-lived as other entrepreneurs are also racing in the quest for such discoveries

(Bilsen 2001: 14), which place entrepreneurship in an highly competitive world. As a result, the end users (customers, the general public) pay the ultimate price.

It is significant to state that the growth and development of the private sector can be attributed to the progression of the profit and unfolding rate of investment/invested capital. Basically, this is a “decreasing function of the market wage” bearing in mind that “the market wage is inversely related to unemployment” and that unemployment can be attributed to a decrease in the state of employment, which in this regard is referred to in public sector employment. Based on the above statement, the public sector employment is without comparison to an increment in the private sector employment (Bilsen 2001: 38). This to a large extent brings to light the vital role of public sector participation, which is essential to the socio-economic development of every nation, when the employment rate or both public and private sector are brought side-by-side.

In the same vein, there is a need to take into consideration an increase in the rate of unemployment which may result “to a lower market wage, which in turn generates higher profit rates and new private sector employment” (Bilsen 2001: 38). The question that arises here is that if there would be an increase in private sector employment and if public sector employment is effective/substantial. Perhaps, it may be good to ask how effective and successful privatization has been and, why do governments have to bail-out private firms whose salary scale and incentives are not within the control of government.

Regardless of the argument that surrounds private sector participation in economic activities either on a larger or smaller scale or on a short and long run, the private sector plays an essential and determining role in the overall improvement of the wide-ranging welfare of the general public and their respective societies. They can also facilitate the process of creating ‘economic wealth’ that is vital and required to alleviate people out of poverty. Also, they can be instrumental in delivering accessible services to healthcare and other fundamental public services (Transparency International 2009: 3). This they can do through various means, for example, through their organisation’s Corporate Social Responsibility (CRS).

Conversely, there is no accurate proof which indicates that the private sector has not failed in the above stated counts. This is due to various stories that have been attributed to the private sector. For example, the private sector has been noted to have enriched a few at the expense of the vast majority. Also, they can exploit the consumers, disenfranchise the society and even participate and encourage corrupt practices which are determinate to the well-being of the masses. (*Transparency International* 2009: 3). This can be associated with monopolistic markets.

A good example will be the “exploitation” that took place in Nigeria when there was only one major telecommunication company, when customers had to buy sim cards at exorbitant amounts. Although, the telecommunication companies may have a point when factors like cost of building telecommunication infrastructures, licenses etc. are brought into context, but, one would wonder how the dynamics changed with the entrance of a local service provider, which brought about a drastic reduction in prices of sim cards and made telecommunication companies change their billing system from charging per minute to charging per second for calls made. Possibly, business analysts could deliberate on such issues.

One major challenge with the private sector is that somehow they have been officially entrusted with powers that are vulnerable to abuse and in societies where there is little monitoring, the private sector uses such powers for private gains. Although, this view is very much contestable because the sole aim of the private sector in business is to maximise profit (*Transparency International* 2009: 4). One may argue that they are basically doing what they set to do. Then, the issue will be to question how ethical the processes used to attain their goals are. Perhaps, a good response may be an argument of ethics versus financial risk and private funds.

One may also ask if the private sector has any interest in the well-being of the masses when issues like the persistent use of tax haven seems to be the order of the day. Thus, it will be hard to justify that a company that uses bogus means to evade tax (do not pay tax to countries that they operate in) has any public interest, when tax that would have increased public funds is evaded. During the period of conducting this research, discussions about the use of tax evasion came to light in Finland. A number of this

discussion was about the use of ‘tax haven’ by healthcare providers. Similarly, discussions on tax haven seem to be a newer ending debate as governments have not been able to find a way around it. Also see (YLE 2015).

Questions arise here as regards the justification such organisations have to carry out their action when we consider that their customers pay huge tax to have access to healthcare. Perhaps, they may be right that the system is porous and is being used for the advantage of those that have been able to identify this. Maybe the general saying that “you have to seize every advantage nowadays” is right then.

The question that may arise here will have to do with transparency, perchance private sector organisations may be required to give public account “in the same way and should they be forced to disclose what might be commercial-in-confidence information” as the public sector is being asked to (Lawton, Rayner and Lasthuisen 2013: 42). Probably, a good response would be to ask why should private organisations are to be held accountable when their operation is funded with private funds. Maybe, it will be essential to then agree that business owners have a moral responsibility to play a leading role in the fight against corruption (*Transparency International* 2009: 3). Though, this may be possible, but how realistic it will be remains a big question. And when consideration is given to private interest and huge profit that is at stake, one may doubt the possibility. Also, when the cost of research is factored in, one may have reason to think otherwise. Possibly, some of the issues raised above can be reasons why entrepreneurship is taking another dimension which is social entrepreneurship.

2.4.1.4. Business Ethos

Ethos and ethical practices in private sector have always attracted a number of argument as a number of scholars share the opinion that a large number of private sector participants have no business ethos, just as Arnold (2009: 13) stated that “so many big brands have no ethos”. Although, there is no empirical fact that states that all private sector participants have no ethos. Also because generalisation does not depict the holistic picture of all private sector participants, one would have to accept that perhaps a number of private sector participants have ethos.

Although, a number of businesses use marketing strategies, such as advertisement to misrepresent a product or service, and some use advertisement to cajole customers into buying what they may not need. They may make profit in the immediate run, but such companies do not last for too long (Arnold 2009: 9). This is because a number of consumers result to ethos to make final judgements about business organisations. As such, consumers are able to break out of the illusion created by false advertisement (Arnold 2009: 13). However, ethos and ethical practices is still very much present in the private sector, which can be attributed to the existence of a number of regulator institutions and organisations

Basically, ethos is what defines a business organisation. It serves as a guiding principle which defines what the organisation represents and how the organisation is being operated. Although a large number of businesses concentrate on branding and the brand image but members of the general public who are enlightened emphasise reputation. This is because reputation mirrors the values and true identity of any business organisation (Arnold 2009: 9).

This is why businesses that are successful in the long run are those who have strong and positive business ethos. This is due to the fact that “ethos is the most powerful thing a business can tap into”. Ethos, in this regard, is seen as a positive weapon, though very costly to maintain but pays off in the long run. It helps a business build a strong consumer base, which is loyal and would be vital in difficult times (Arnold 2009: 11).

Similarly, the business ethos of every organisation can be vividly seen in the corporate social responsibilities that private sectors organisations engage in. This, to a large extent gives the public an idea about what the respective organisation stands for. Also, the public can get to identify and understand the values of the company from their CSR activities, bearing in mind that an organisation without values is seen as having the capability “to do more harm than good” (Arnold 2009: 21). This further helps to build good-will which is essential in the business world, as good-will is a lasting business strategy, that ensures, promotes and protects customer relations which is positively related to patronage (Arnold 2009: 12 -13).

One important example of business ethos of private sector participants is Customer Service Orientation (CSO). Private business organisations understand the role and importance of ensuring customer satisfaction. This is essential because it gives respective customers some feelings of acceptance, value and respect and also ensure that customers get value for their money which in return stimulates the customers' desires to patronise the organisation (Arnold 2009: 20).

This is in relation to the public perception of the "customer being the king", which helps to build a strong customer loyalty. This can also be looked at from the perspective of emotions and psychological game. But, to some extent, the customer gets some form of satisfaction. Perhaps, it may be agreed that the world in its totality is a game; as such games are played across all human social interactions. In addition, private organisations also understand the role and importance of ensuring efficient service delivery, which also includes quality service. This is essential to customers because it can be used to justify value for money, as customers concerned entail effective service delivery, which is a determining factor that customers consider before choosing the service provider or company that they patronise.

Similarly, private companies usually take responsibility for their actions and inactions. This, they do, by accepting their wrong doings and amends are usually made. This is essential to ensuring customer satisfaction because it gives the customer a sense of belonging. This makes customer see themselves as active participants in the decision-making process of the company that they do business with. It also presents the company as an organisation that has a listening ear, which can be associated with the organisations values. In a nut shell, the private organisations demonstrate that they value relationships rather than money. Thereby presenting customer value as an asset, a deciding factor needed to ensure good-will and lasting business relationship (Arnold 2009: 20-21).

Furthermore, ethical marketing is also another great idea attributed to the private sector. This may be said to have been necessitated for because it brought about the emergence of well thought-out and conscientious consumerism. It could also be associated with correcting the "wrong perception" of consumptive consumerism which used to be the

order of the day. This was brought about due to questions that arose from “false promises” depicted in advisements, which reinforced the spirit of truthfulness, genuine and integrity (Arnold 2009: 24-25). In conclusion, business ethos to a large extent is a determining factor in being profitable (Arnold 2009: 19).

3. RESEARCH METHODOLOGY

This chapter deliberates on the research methodology on which the study was carried out. The deliberation starts by discussing the basics of the research, research process and the approach that this study embraced. In this chapter, the researcher provided explanation on data collection and analysis, the respondents and the research setting. The deliberation in this chapter ends with discussion on the research validity, reliability and ethical considerations, which are used to justify the objectivity of the study.

3.1. Basics

Research methodology derives importance from its roles. The foremost purpose of this study is to critically examine the level of management practices that is being applied to projects implemented under PPP agreements in the transportation sector of Lagos State.

Research can be defined as an art of scientific examination, that adopts schematised, logical and systematic investigative approach to attain first-hand and appropriate information on a precise issue or topic. A number of scholars define research as a quest for discovery, which could either be from the known to the unknown or from the unknown to the known. The expedition is due to the existence of inquisitiveness that confronts a number of fields (science, technology, biological), institution and business. As inquisitiveness continues to create uncertainty, the need for answers and solutions become inevitable (Kothari 2004:35).

In as much as the benefits and importance of research is enormous, there emerge a ``puzzling paradox`` about research. This is because, research has become abruptly defined and differentiated from every other academic effort in term of `` funding and management, organisation and culture, even careers and identities. It has become harder shelled``. Nevertheless, in terms of normative and cognitive expressions, research has turned out to be prolix, and the restrictions that used to exist between research and corporations, science and technology are no longer in existence (Brew and Lucas 2009).

However, the importance of research cannot be disregarded as it cuts across various fields of study: medicine, technology, mechanical, and so on. And it is not limited to the scientific world, as research is very much eminent in the field of management, sociology, philosophy, accounting, etc. Research seeks to provide answers to phenomena, questions and problems, be it long-standing or emerging ones. And the empirical findings and interpretations that research provides can be used to profess solutions and answers to various challenges that the human race encounter either in the scientific or nonscientific fields.

3.2. Research Process

The research process entails the sequence of actions and the necessary steps and procedure taken to define the research, gather empirical data and reach conclusion for the study. For the purpose of this study, the researcher used the research process diagram below.

Figure 2: Research Process



3.3. Research Approach

The research methods are often classified into two main types: quantitative research method and qualitative research method. A precise comparison of quantitative and qualitative approaches is presented in Table 2 as adapted from Lee (1992: 89).

Qualitative research is a multidimensional method that is used to examine topics that can be descriptive in nature. For example, human behaviour, society and culture, by critically analysing and synthesising of the research subject expression and actions. This could be physical expressions, verbal expressions, symbols or sign. The research subject, in most cases, is human beings, but it is not limited to human beings only (Hogan et al 2011: 9). Quantitative approaches does not attempt to convert verbal expressions and symbols into numerical terms, rather, the data remains at the level of the specific expressions (words), either the particular words written in a documents (in cases when the research uses secondary data) and the research respondents' own words. Thus, this approach seeks to understand the process surrounding how choices are made and identify what precisely leads to conclusions, and how these specific conclusions and choices arrived at the various forms (Hogan et al 2011: 9-10).

On the other hand, quantitative research method is a research approach that quantify empirical data, through the process of gathering data or numerical data, to be illustrated or interpreted statistically, graphically or numerically

Due to the numerical state of this study, quantitative research method was adopted. The preference of quantitative research method is attributed to the following reasons:

- (i) To make sure that the principle of objectivity was followed. Thus, this ensured that the researcher stayed neutral in the cause of the study. Also, it ensured non-interference with empirical data.
- (ii) Quantitative approach is adopted in the study, because the researcher is of the view that it will make it practical to accurately interpret the empirical data gathered in the cause of the study. The interpretation was done through histogram, statistics, reason and logic. In reference to application standpoint, the interpretation of the study goes beyond mere production of thesis as required for

graduation of the master's program that the researcher is involved in, to methodological presentation of information that would be of benefit to the Lagos State government, research institution and private institutions that envisaged in PPP in Lagos State.

- (iii) The scope of the quantitative research method is relatively broader than that of qualitative research method.
- (iv) Quantitative research takes a critical looks at the correlation between variables and can be used to assess impact, cause and effect in extremely controlled settings.
- (v) Lastly, it is evident in public domain that a larger number of research that consist of numerical date are interpreted through the use of quantitative method

3.4. Data Collection and Analysis

This section is designed to discuss the data collection instrument, the research model adopted by the study, and the nature of data collected

3.4.1. Data Collection Instrument

A cross-sectional survey was conducted to gather research data for the study. A questionnaire of 58 figures, categorised into four dimensions, was developed and used (see appendix 2 on page). A total of 120 questionnaire was distributed and only 89 turned in the questionnaires at the time of collection. This represents about 75% response rate, as such the response rate is acceptable. The survey statements were asked in a straightforward and optimistic manner except figures 6, 7 and 8 under the third dimension which were repetitions. This was realized only after the question had been approved and distributed, hence, there was no way to effect the correction. As such the repeated questions were omitted during computation of the data analysis.

The inability to obtain approval from the management of the private construction companies that were contacted reduced the number of respondents from the private

sectors. As such, the employees of private firms that filled out the questionnaire did so on individual basis. And this is why the names of their organisations are not stated in the study.

This study is of the standpoint that the confidentiality of surveys permitted respondents to be truthful about their respective responses. The respondents were informed beforehand that survey answers would remain anonymous and confidential.

The research was conducted essentially to examine the correlation between management control mechanism and project performance. The breakdown of the four dimensions of the research construct is as follows (i) to categorise and identity the background information of the respondents (ii) to ascertain if Lagos State had previously funded capital intensive project solely with public fund and also to ascertain if the respondents have previously represented an organisation in any project that was implemented through Public-Private Partnership in Lagos State (iii) to answer the questions put forward by this research (iv) to allow respondents provide comments that may be important and may have being omitted in the questionnaire.

Table 4: Particulars of Survey Instruments (See Appendix 4)

Dimensions	Survey Figures
First Dimension: Profile of Respondents	1 – 6
Second Dimension: Respondents past Work Experience	7 – 10
Third Dimension: PPP Project Management In Lagos State, Nigeria	11 – 55
Fourth Dimension: Comments:	56 – 58

Responses from respondents for questions under dimension three were given based on three different categories. The first was in quantitative term. In this situation, respondents were given the option to tick one option from the group of options. This options were furthered grouped into five different types of scaling. A diagrammatic description of the scaling is revealed below in table four.

The second category was given in qualitative terms. This was due to the nature of the question asked. Respondents expressed their responses in qualitative terms. These responses were analysed by categorising the views into groups and then, such were illustrated graphically. Discussions on each of the questions were provided accordingly. In order to further ensure credibility and reliability of the study, the original responses given by the respondents can be found in appendix 6.

The third category was in quantitative term but respondents had the option to choice answers from multiple options. This was also done due to the nature of the question. This applied to question 38, 42, 43 and 55. Further explanations about the multiple options can be found in table 5: Breakdown of Dimension Three: PPP Project Management In Lagos State, Nigeria.

Table 5: Scaling Types

Scaling type one	Scaling type two	Scaling type three	Scaling type four	Scaling type five
1 2 3 4 5 6 From Totally Agree to Totally Disagree	Yes Or No	1 2 3 4 5 From Extremely Well to Not at all Well	1 2 3 4 5 6 From Extremely Accurate to Extremely Inaccurate	1 2 3 4 5 6 From Extremely Good to Very Bad

The main questions for the study can be found under dimension three. Questions in the sections are from figure 10 – 55. These questions fall under the three different categories that was stated above. The study further presents a breakdown of dimension three, with a view to provide audience with information on which category these questions fall under. Questions under scalling type one – five fall into category one.

Questions under qualitative expression fall into category two and questions with multiple options fall into category three.

Table 6: Breakdown of Dimension Three: PPP Project Management in Lagos State, Nigeria

Survey Figure	Category	Survey Figure	Category
11 – 18	Scaling type one	39	Scaling type four
19	Qualitative expression	40 – 41	Scaling type one
20	Scaling type one	42	Multiple Options: Participation Accountability Transparency Fairness Efficiency Other
21	Scaling type two	43	Multiple Options: Effective Planning Commitment Political ties Good communication Appropriate risk allocation via reliable contractual arrangements Reliable concessionaire consortium with strong technical strength Favorable Investment Environment Others
22	Qualitative expression	44	Scaling type one
23 – 30	Scaling type one	45 – 46	Scaling type five
31 – 32	Scaling type three	47 – 48	Scaling type one
33	Qualitative expression	49	Qualitative expression
34	Scaling type three	50 – 54	Scaling type one
35	Scaling type one	55	Multiple Options: Employment Social Development Internal Revenue Business Opportunities Structural advancement Others
36	Qualitative expression		
37	Scaling type one		
38	Multiple options: Consumer satisfaction Budget Quality Time Other		

3.4.2. Data Collection Procedure

A number of ministries, agencies and parastatals that have been involved in PPP projects under the transportation sector in Lagos State were visited for participating in the survey research. The research obtained a cover letter (appendix 10) from the research supervisor, which was attached to a letter of introduction. The survey forms were distributed by the contact persons randomly amongst employees of various ministries, agencies and parastatals of Lagos State Civil Service, and amongst employees of a number of private organisations that showed interest in the research. The questionnaire were collected at specified time so as to compute empirical findings and proffer interpretation.

3.4.3. Data Analysis

Descriptive statistics (frequencies) of the questionnaire were computed and presented through the histograms. Subsequently, a summarised analysis of the research findings for each question was presented.

3.5. Research Respondents and Research Setting

A brief overview of research respondents and the organisations wherein this study was conducted are presented below.

3.5.1. Research Respondents

The survey research was conducted in the eleven ministries, agencies and parastatals of the Lagos State Civil Service, sixteen private construction organisations in Lagos State, one research institute in Lagos State, two stakeholders who are Civil engineers and member of The Nigerian Society of Engineers Lagos Chapter respectively and twenty-four respondents did not disclose the names of the organisation that the work with. However, a detailed explanation can be found on page 99 under diagram titled: Breakdown of respondents.

3.5.2. Research Setting: Organisations in Lagos State, Nigeria

The research was conducted in the following organisations. For more information on the position of the respondents, see figures 2 on page 78: Breakdown of Position of Respondents, on page 78.

1. Lagos State Ministry of Environment
2. Lagos State Ministry of Physical Planning and Urban Development
3. Lagos State Treasury Office
4. Lagos State Public Procurement Agency
5. Lagos State Ministry of Agriculture
6. Lagos State Metropolitan Area Transport Authority (LAMATA)
7. Lagos State University Teaching Hospital
8. Lagos State Wealth Creation and Employment
9. Lagos State Ministry of Transportation
10. Lagos State Internal Revenue Agency
11. Eleven Private Construction Organisations in Lagos State
12. Stakeholders member of The Nigerian Society of Engineers, Lagos Chapter
13. One Research Institute in Lagos State

3.6. Reliability and Validity

Reliability is could be discussed due to a number of reasons. This is because it could be used to question the research. Also it could be used to provide justification for the subject been discussed. For example, “a thermometer must show the consistently give the same reading to be reliable” (Doran et. al 2016: 37). Thus, for the thermometer to be seen as been reliable, it must show consistence in it measurement. However, it has been stated that high-quality questions are reliable when they are able to present consistent outcomes in similar circumstances. And questions are valid when responds that is being realized from a research correspond to what they are proposed to measure (Doran, Kirby and Bourke 2016: 37 cited in Fowler 2009:87).

In order to ensure reliability of this study, the survey instrument used to gather the empirical data for the study was redesigned for quite a lot of times. This was done to ameliorate the survey instrument's reliability. Also, the survey measuring expressions were carefully articulated. This was adopted to ensure that accuracy of data gathered, as it facilitated easy understanding of the survey instrument. In ensuring validity of the study, the research made sure that the questionnaires used in gathering data for the study was designed effectively to measure the subject variables. Also, the analysis and interpretation of the empirical data gathered was effectually and critically analysed to substantiate the subject variables and findings of the study.

Also, the study ensured a reflexive interpretation in the course of the research and most importantly in the data analysed. This was done to ascertain that the position which was expressed in the research is not detrimental to the study and to further ensure that a reflexive and critical interpretation was used as the basis for argumentation. This was done to ensure that the stance of the study was neither entirely for nor against views expressed in the data analysis and discussion.

Furthermore, in order to ensure credibility and competences of respondents and thereafter the study. This study entails information on the roles that respondents play in various PPP projects that have being implemented in Lagos State. This study also, entails information about the educational background of the respondents. This is provided to substantiate that the respondents of the study are learned. As such, their views which forms the empirical data of the study can be seen as reliable. Although, knowledge is not only tied to education. However, the study is of the opinion that knowledge can be assessed from one's educational attainment. Information on the number of years that the respondents have been working with their present employer is also being provided. This is given to categorically provide justification to substantiate the views of the respondents by stating that respondents of the study have adequate knowledge on the research figures because they have spent quite a number of years on their respective jobs. Also, in order to ensure transparency, the study provides the original views of respondents in appendix 4 – 10.

3.7. Ethical Considerations

For the purpose of this study six ethical consideration was adopted.

- ❖ Confidentiality: The research respondents were assured that their responses will be kept confidential.
- ❖ Anonymity: The research respondents were assured that their respective identities would remain anonymous.
- ❖ Voluntary Participation: All respondents of this study that filled out the research questionnaire and consented to it. Thus, the study ensured respect for people and their autonomy
- ❖ Integrity: The study made sure that interpretation of empirical data was grounded within the data. Thus, the study ensured that the analysis and discussion were reflections of the empirical data.
- ❖ Benefits: This study is aimed at improving the management practices that PPP in Nigeria is based upon and it does not in any way seek to cause harm either to the respondents or the society that the research is based upon.
- ❖ Transparency: In order to further ensure what the study “preaches”, the study provides the original views of respondents for questions that were of qualitative form in the appendix section. This was done to also further substantiate the credibility of the study.

In the following chapter, the data analysis of the study will be discussed.

4. DATA ANALYSIS AND DISCUSSION

This chapter focuses on the empirical findings of the research data. The main aim of this chapter is to critically analyse the research data. Thus, this chapter presents a first-hand interpretation of the data analysis. The interpretation, which is there after referred to as information would be used to provide answers to the research questions. Discussion of each question is provided accordingly, and the study adopts a critical approach in discussing the findings of the research. The need to discuss each question one after the other, and not altogether is due to the number of the questions drafted for the study. The researcher was of the opinion that it would be better to have discussions under each question, in order to ensure that each question is properly addressed. Findings provided under this section will be used to justify if projects implemented under PPP agreement in Lagos, Nigeria were implemented in line with the proper management control mechanism.

The study employs an injury method in the discussion, however, answers were not being provided for the questions. It is hoped that the research beneficiaries will further research on the questions and hopefully draw a logical conclusion. This is done to further ensure the objectivity of the study and also provide interested researchers with topics that they can further work with.

The detailed interpretation of the data, collected through a cross-sectioned survey, is presented based on the following guidelines.

4.1. Data Analysis Guidelines

- ❖ This chapter is divided into four sections: (i) the first dimension has to do with the breakdown of background information of respondents, their involvements in PPP projects and capital intensive projects that was solely executed and by the government in Lagos state. (ii) The second dimension focuses on respondents' past work experiences (iii) The third dimension focuses on PPP project

management in Lagos State, Nigeria (iv) The fourth dimension relates to comments.

- ❖ In the first four sections of this chapter, research data for each survey figures were analysed and interpreted separately. Thus, empirical data was analysed as an interplay between observation and theory.
- ❖ The study ensured that the analysis was based on objectivity, as such, the researcher put himself outside the findings of the research and thus, presented the analysis from the perspective of a critical approach.
- ❖ The research data was presented graphically and interpreted using descriptive statistics (frequencies). The fundamental analytical points were stated while interpreting the data collected.
- ❖ To some extent, the analysis entailed some forms of prediction because the researcher was able to draw informed conclusions. This was done on the basis of the findings of the study and in relation to ensuring a better life for all mankind.

4.2. First Dimension: Profile of Respondents

This study is of the point of view that it is essential to discuss the profile of the research respondents. This is done in order to provide justification for the study. As the background information and profile of the respondents is vital to the credibility of the data and the findings of the study. Also, this research examined the profile of the research respondents as it related to the research.

The first dimension of the study was designed to identify and provide a background information of the respondents. This entails the type of organisation that the respondent was working with at the time the research was conducted. Although, responses to the questions were optional, a number of respondents still provided the names of the organisation that they were working with. This helped to substantiate the credibility of the respondents. Respondents under the aegis of the Lagos State Civil Service Commission, were not willing to reveal the exact ministries or agencies they work with.

This section also entails information on the position of respondents. This was adopted to further justify the credibility of the respondents. This sections also entails the number of years the respondents have spent on their present job and with the present employers. Information on the age and gender distribution and the level of education of respondents, was also provided in the section. This section, (thereafter regarded as the first dimension) consists of six figures (six questions). They are numbered from 1 – 6 and are presented consecutively.

Respondents' Background Information

Table 7: Names of Organisation (optional)

Name of Institution	Type of Institution	Number of Respondent
Lagos State Government	Public	18
Ministry of Environment	Public	10
Ministry of Physical Planning and Urban Development	Public	7
State Treasury Office	Public	2
State Public Procurement Agency	Public	2
Ministry of Agriculture	Public	2
Lagos Metropolitan Area Transport Authority (LAMATA)	Public	2
State University Teaching Hospital	Public	1
Wealth Creation and Employment	Public	1
Ministry of Transportation	Public	1
Internal Revenue Agency	Public	
Private Construction Organisations in Lagos State	Private	16
Stakeholder (member of The Nigerian Society of Engineers Lagos Chapter)	Private	2
Research Institute	Private	1
Unknown	Unknown	24
	TOTAL	89

Breakdown of Position of Respondents

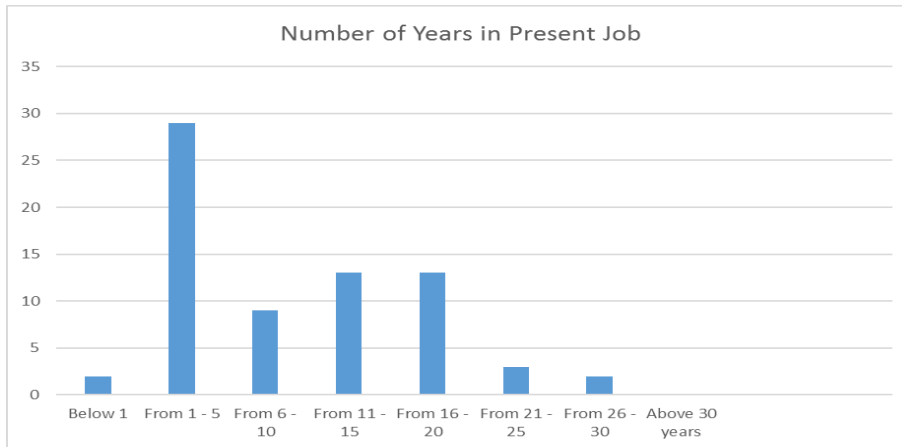
In order to further provide justification and reliability of the empirical data gathered for this study, this study presents the positions that respondents hold during the course of this study. It is hoped that this will ensure credibility for the empirical data and

thereafter the findings of the study because the study make sure that respondents were experts in their respective fields.

Table 8: Breakdown of Position of Respondents

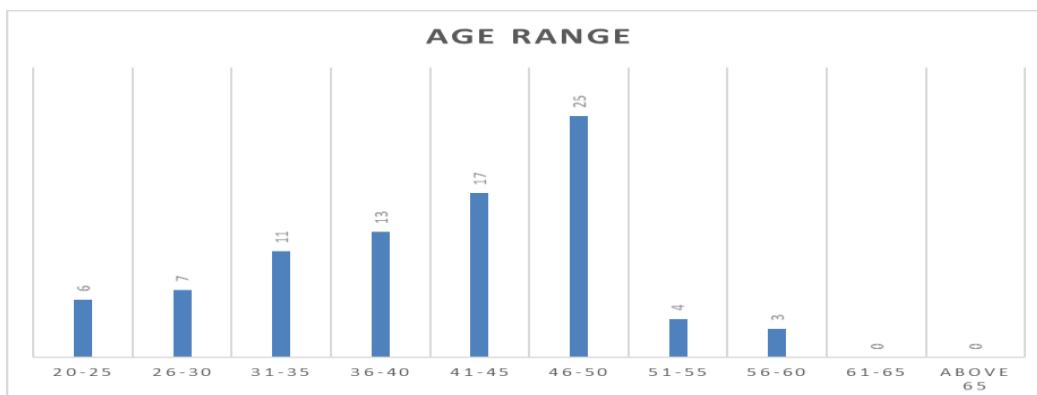
NAME OF POSITION	NUMBER OF RESPONDENTS	NAME OF POSITION	NUMBER OF RESPONDENTS
Scientific Officer	6	Scientific Officer	1
Supervisor	5	Assistant Chief Scientific Officer	1
Scientific Officer II	4	Director Deputy	1
Consultant	3	Departmental Director	1
Site Engineer	3	Assistant Chief Executive Officer	1
Chief Admin Officer	3	Quantity Surveyor	1
Assistant Chief Admin Officer	3	Project Officer	1
Admin Officer	3	Quality Control	1
Director	2	Town Planning Officer	1
Assistant Director	2	Procurement Officer	1
Project Engineer	2	G2 14	1
Principal Scientific Officer	2	GL 13	1
Chief Accountant	2	Principal Officer	1
ACAS	2	Head ICT (1)	1
ACSO	2	Head of Environmental Planning Unit	1
Research Analyst	2	Head Monitoring, Enforcement and Compliance Department	1
CSO	1	Assistant D.R	1
Senior Researcher	1	Chief Technical Officer	1
Secretary	1	Chief Agric Officer	1
HR Manager	1	Senior Manager	1
Relationship Officer	1	Senior Revenue Supervisor	1
Support Legal Counsel	1	Unknown	16
SUB-TOTAL	52		37
TOTAL		89	

Figure 3: Number of Years in Present Job



This section seeks to further buttress on the credibility of the respondents of the study. Thus, this section provides a breakdown of the number of years that respondents have spent with present employers. Although, the title of this might suggest otherwise, but based on the communication that the researcher had with respondents, it was generally understood that this will represent the number of years that they have spent with their respective employers. This further seeks to establish the fact that the respondents of the study are not new to the research focus because they have been in the industry for quite a long time. Thus, they understand the basis and context of the research and this helped to ensure that the empirical data gathered for the study were from reliable sources.

Figure 4: Age Range



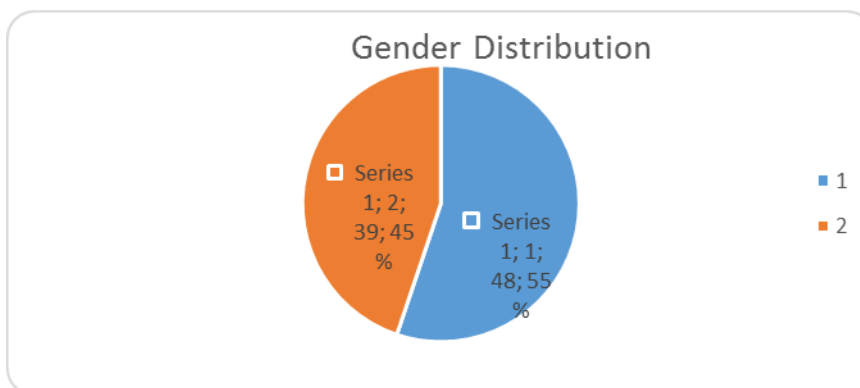
The larger part 25 of the respondents fell between the age brackets 46 – 50. This is considerable, as one may agree with the generally conceived notion, which states that most workers in Nigeria (or Lagos state) fall between the age brackets 46 – 50. On the other hand, this findings can be used to pose questions on the decline of the older

generation in the Nigerian working environment and to probe further if the decline is related to voluntary, forceful retirement.

In the same vein, findings of this research, raise questions as regards the involvements of the youths between age brackets 20- 25, 26-30 and 31-35 in the Nigerian labour market. This raises concern and further buttresses studies that illustrate that there exists a high unemployment rate within young Nigerians, just as findings as at the second quarter of 2016 indicate that youth unemployment in Nigeria was put at 24%. This is alarming because the findings from the first quarter of 2016 has been on the increase (Tradingeconomics). This requires urgent attention from the government because, increase in youth unemployment creates a negative impact on the economy and also could be detrimental to the welfare of the people and the economy on the long run.

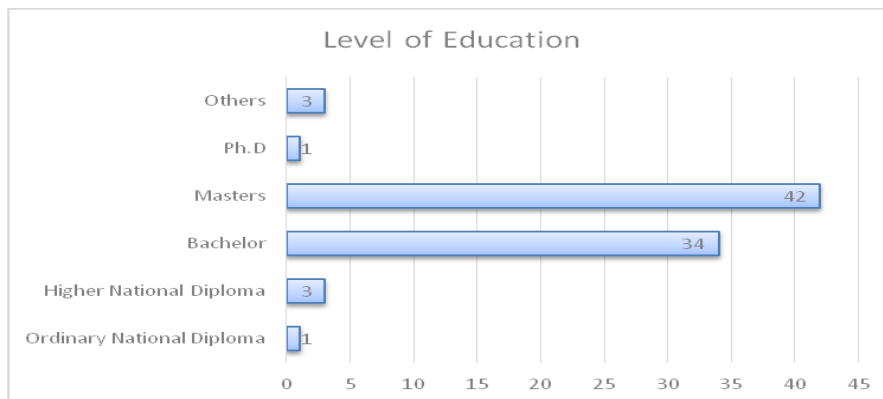
In as much as this research acknowledges the efforts of the present Nigerian government, it is also important to state that a lot more has to be done to address youth unemployment in Nigeria. Similarly, this research is of the opinion that it is important for employers of labour in Nigeria to pay critical attention to the roles and needs of the older generation in the work place. Although, this study shares the opinion that there is a need for “new and fresh” bloods in the Nigerian working environment, however, this study also share the point of view that there is also need for the knowledge and expertise of the older generation. Thus, it is hoped that both private and public employers of labour in Nigeria are able to enforce employee distribution at equilibrium.

Figure 5: Gender Distribution of Respondents



48 of the respondents were males and the line of margin is 9. Two(2) respondents did not state their gender. This signals a considerable figure, and to some extent negates the general assumption that the Nigerian work force is male-dominated. Although, this research does not entail information about the salary-structure that may exist between the two sexes in the Nigerian working environment, because it is outside the scope of study. However, findings presents an acceptable number nonetheless this study opinionate the need for a number of government action in collaboration with societal efforts to ascertain that the females get equal educational opprotunities as those available to their male ccounterparts. It is hoped that this will further bridge the gap that exists between males and females and also ensure that the protection of female's fundamental human rights. It will further ensure their educational empowerment, which is believed will help facilitate their economic empowerment and that of their homes. This can not be underestimated as women play vital roles in contributing to and sustaning economic activities in homes and the society at large. The question that may arise here is: if the Nigerian government has a policy that seeks to address the issue? And if any, how effective has the implemetation of the policy been?

Figure 6: Level of Education of Respondents



Of all the respondents, 42 of the respondent are Master's degree holders and 34 are Bachelor's degree holders. This shows that a number of the respondents possess secondary education and in some cases vocational education. This is because secondary education is the main criteria for admission into a Bachelor's education in Nigeria, and a Bachelor degree is the main pre-requisite for admission into a Master's degree in Nigeria. Hence, these findings can be used to publicly state that the Nigerian labour force consists of qualified professionals. Although, the question of the quality of the

Nigerian educational system may arise here as this represents spotlights in discussions across Nigeria. However, since there are little empirical findings that proves that the quality of the Nigerian educational system is poor, this study accepts that to a large extent, the Nigerian labour force consists of qualified professional.

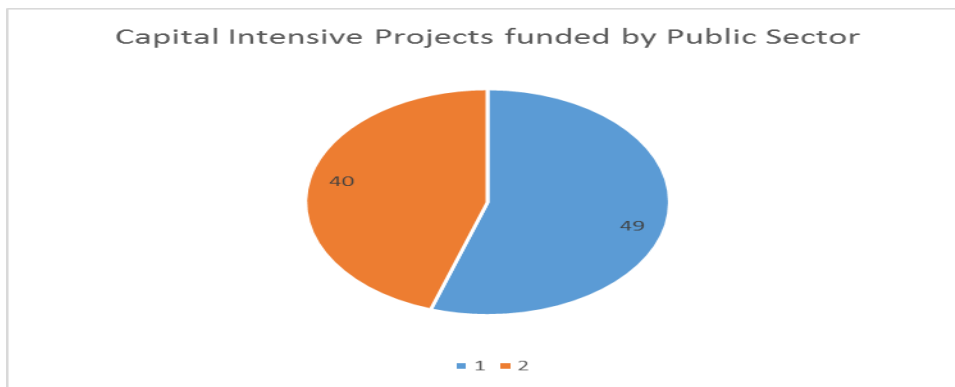
Parker-Jenkins and Liddy emphasis the importance of an “education that matters”. This could be related to education that emphasises more on quality not quantity, and one that puts the contextual formation of a society into perspectives, when provision of educational services, facilities and infrastructures are being discussed. This is because, there is a crucial need to enlighten students with knowledge and understanding of complex global issues and their interrelatedness with challenges and development of respective societies. In this regard, education goes beyond understanding the topics or courses that are been taught. Rather, it extends into understanding the power structure and power struggle that takes place across the globe. This directly and indirectly influences the contents of curriculums, the amount of funding available for education and various fields of education and creates a systematic approach to empowering a group of people at the expense of another group to mention a few. This is needed in order for countries to be able to minimise the risks associated with over-dependency on "foreign" ideas, innovation and expertise (2013:1). And also ensure, promotion and empowerment of educational sectors of countries across the globe.

Arguably, the figures stated above can be used to question the attitude of Nigerians towards research exploration. This is because out of 89 respondents, only one (1) is a PhD holder. This raises questions like; how sensitive are Nigerians (students, institutions and the entire Nigerian government) to research and innovations? What is the policy direction of Nigerian as regards research and innovations? Are funds readily available for research in Nigeria? Perhaps, this explains why Nigerian institutions rank low in global research, development and innovation. This study does not provide answers to these questions since they fall outside the scope of this study. These questions can be explored by interested researchers and students.

4.3. Second Dimension: Respondents' Past Work Experience

The second dimension of the study was designed to identify if Lagos State had previously funded capital intensive projects solely with public funds and to ascertain if the respondents have previously represented an organisation in any project that was implemented through Public-Private Partnership in Lagos State. This dimension consist of four figures numbered from 1 – 4 which are being presented here consecutively. On the questionnaire, there was a repetition of figures 2, but that would be disregarded in this analysis.

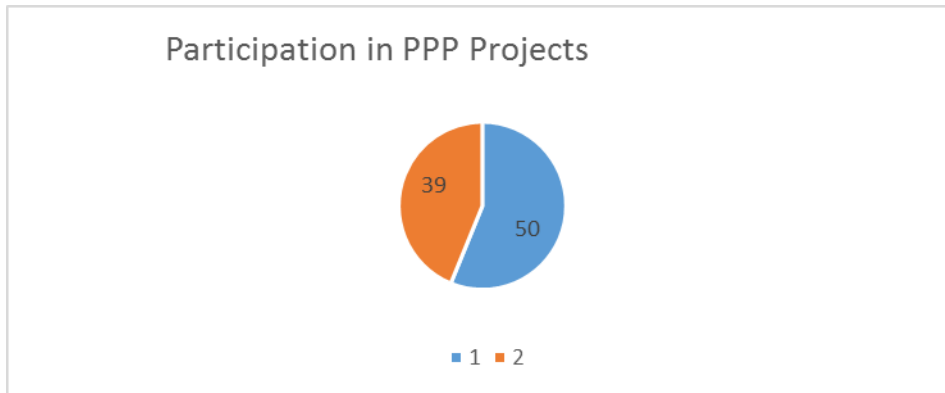
Figure 7: Have you been Involved in Any Capital Intensive Project Implemented in Lagos State that was Solely Executed by the Government



More than half of 49 of the respondents comprised of those who have been involved in capital intensive projects implemented solely by the Lagos State Government. This brings to acknowledgement that Lagos State government had embarked on capital intensive projects that were fully funded with public funds. This further raises questions as regards the use of PPP in Lagos State, and it can be further used to substantiate the need for the study and provide detail information about the need and significance of PPP in Lagos State. Some of the questions that arise here are; why is PPP being adopted in Lagos State? What is the opportunity cost of PPP? What criteria are being used to determine which project will be implemented under PPP agreements in Lagos State? Why do governments adopt PPP rather than obtain loans to implemented infrastructural projects? Why are PPP agreements reached with minute public scrutiny and participation? Does PPP have negative or positive impacts on public debt? And why are members of the public not allowed to choose the specific projects

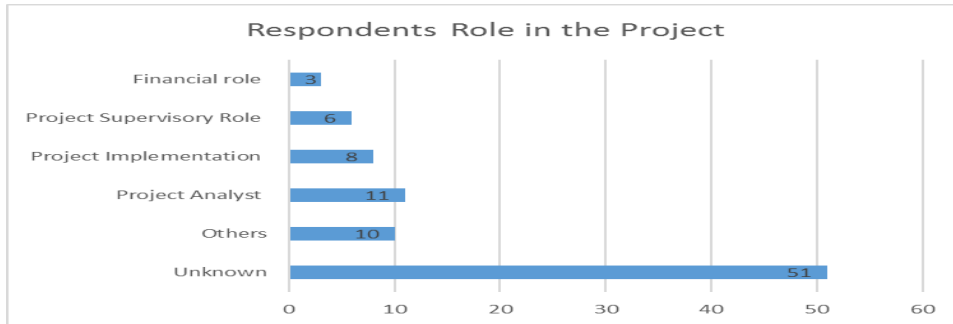
that should be implemented under the PPP arrangements? Answers for these questions can be found in the discussions of other questions in this section.

Figure 8: Have You Been Involved (As a Representative of an Organisation) in Any Project that was Implemented through Public-Private Partnership in Lagos State?



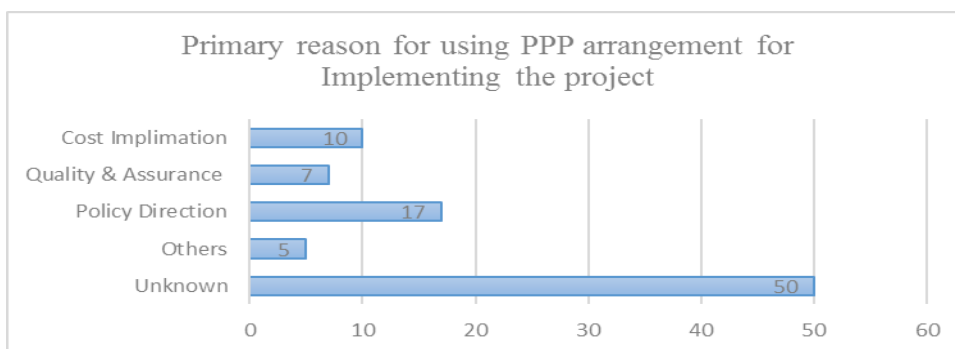
50 of the respondents were those who have been representatives of an organisation in various projects that have been implemented through Public-Private Partnership in Lagos State. This means that a larger part of the respondents have been directly involved in PPP projects in Lagos State. Although, arguments might arise on the justification to include the views of those who have not been directly involved in the PPP in Lagos State in the analysis of this research. This was purposely done because this research takes into consideration the context of the Nigerian working environment. This study agrees with the general view that the Nigerian working environment is such that an employee's inability to directly participate in a project does not automatically mean that such employee does not know or understand the details of the project. This can be attributed to various reasons. For example, employees in Nigerian organisations, most especially, the civil service, discuss about their work with other colleagues. This is done with the view of getting ideas and inspiration from other colleagues. Thus, the study agrees that a respondent's non-participation in PPP project should not be used to disparage the knowledge of such respondents on PPP projects. This is also based on the understanding that Nigerian working environment has been of a collective form which allows easy flow of ideas, information within specific organisation. Perhaps, one can agree that in the Nigerian working environment, nothing is hidden.

Figure 9: If yes, what was your Role in the Project



This section entails information on the roles of respondents in reference to the question discussed above. These roles were the positions that respondents held at the time of filling out the questionnaire. This question can be used to justify the credibility of the respondents, and thereafter the views of the respondents. This is needed in order to ensure that the empirical data gathered for the study is from reliable sources, as this can be used to substantiate the findings of the study. However, in order to ensure further reliability, credibility and transparency of the study, the original views (roles as provided by respondents) can be seen in appendix 4. The roles were further categorised so as to present them in a manner that is academically acceptable. The roles of a total of 51 respondents out of 89 is not known. This includes the 39 respondents that have not directly participated in PPP projects. Thus, 12 respondents did not provide the roles that were assigned to them in the PPP projects they participated in. The data above indicates that eleven (11) of the respondents played the roles categorised as project analysts, eight (8) of the respondents categorised as project implementation; and 6 of the respondents played roles categorised as project supervision while 10 of the respondents played roles categorised as others. In order to further ensure transparency of the study, details of the roles of respondents as originally provided can be found in appendix 4.

Figure 10: What was the Primary Reason for Using PPP Arrangement for Implementing the Project?



This section entails reasons why projects were implemented using PPP arrangements in Lagos. The views were given in qualitative form, as such they were categorised and illustrated graphically. The original views as provided by the respondents can be found in appendix 5. This is done to also ensure transparency of the study.

The views of greater part (17) of the respondents was categorised under policy direction. Thus, they were of the opinion that the reason why Lagos State government use PPP arrangement is due to a shift in policy direction. This had to do with exploring the benefits attributed to the use of private funds in the provision of public facilities, services and infrastructures. 10 of the respondents were of the opinion that the primary reason why PPP is been adopted in executing projects in the Lagos is due to cost implication involved in the provision of public facilities, services and infrastructures.

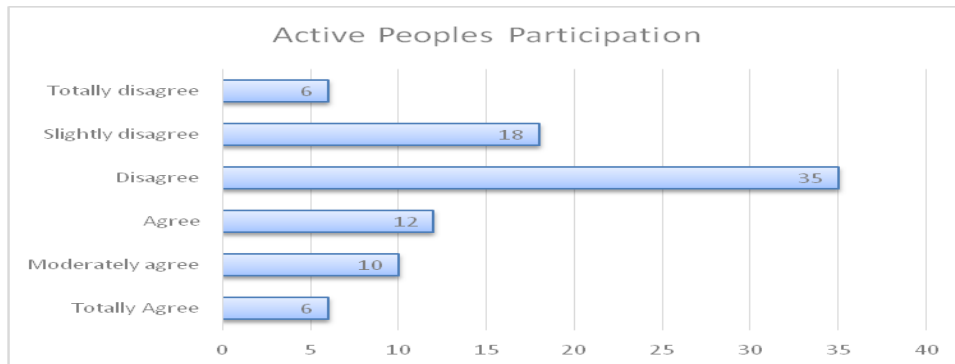
This further substantiates the views expressed by Salami that has being repeatedly expressed in the study. 7 of the respondents concurred to the opinion categorised as quality and assurance to be the reason why Lagos State made use of PPP arrangement for facilitating the implementation of public projects. The views of 5 respondents were categorised as other, this is due to the nature of the replies provided by the respondents. The views of 50 of the respondents are unknown, this also includes the 39 of the respondents who have not directly participated in PPP projects. Thus, 11 respondents did not provide their views for this question. Detailed views as provided by the respondents can be found in appendix 5. The views expressed by the respondents can be seen as acceptable since they entail a large part of the reasons why PPP has being used across the globe.

4.4. Third Dimension:PPP Project Management In Lagos State, Nigeria

The third dimension of the study consists of the main research questions. This was designed to answer the questions put forward by the study. This dimension consists of forty-five figures and they fall under the figures numbered from 11 – 55. The figures are being presented here consecutively. Three figures, questions 6, 7 and 8 on the

original questionnaire are repetitions. Thus the repeated questions were disregarded in the analysis.

Figure 11: The General Public (the people) are Actively Involved in Deciding which Project will be Implemented under the PPP arrangement



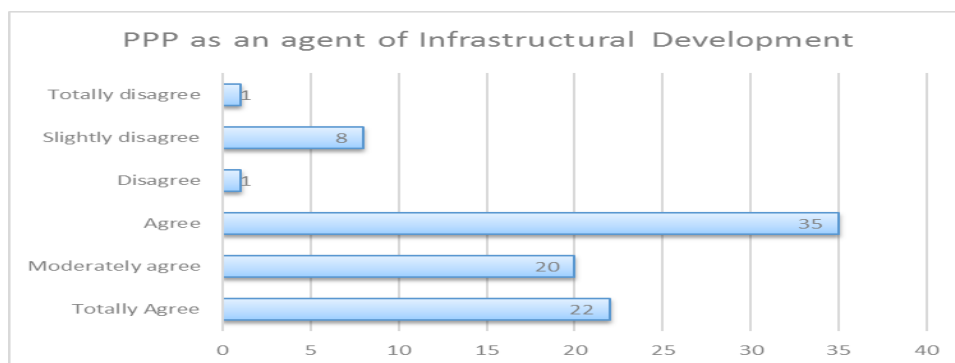
35 of the respondents disagreed, while 18 slightly disagree to the view that the public are not actively involved in deciding which project will be implemented under the PPP arrangement. This brings to light the questions about people participation in matters that concern them in Lagos State. This negates the generally agreed notion that people are involved in the process of decision making. The generally agreed notion of people's participation, which was put forward at the Conference on Agrarian Reform and Rural Development (WCARRD) in 1979, states that

“Participation by the people in the institutions and system which govern their lives is a basic human right and also essential for realignment of political power in favour of disadvantaged groups and for social economic development. Rural development strategies can realize their full potentials only through the motivation, active involvement and organization at the grass-roots level of rural people, with special emphasis on the least advantaged, in conceptualizing and designing policies and programmes and in creating administrative, social and economic institutions, including co-operative and other voluntary forms of organization for implementing and evaluating them.” (Oakley 1995:3.)

Based on the aforementioned, questions continue to arise, on why the inhabitant of Lagos State are not actively involved in the decision making process of PPP. Perhaps, Leighninger and Nabatchi were right to have stated that the veracity of enhancing and ensuring citizen capability and active participation of the general public is not of the best interest to public office holders. This is because; it provides an avenue for public office holders to protect their expertise, failure and incompetency from citizen

acknowledgment and interference (2015: 3). In the same vein, the study agrees that, the conventional procedure and formation of public organizations and public discussions in Nigeria are instrumental in creating an environment that places limited recognition on citizen engagement in the process of policy formation and implementation, as regards communal problem-solving possibilities as this can be seen as a systematic approach used by governments to protect failure and incompetency at the expense of the interest of the people (Leighninger and Nabatchi 2015:3-4). The study argues that if governments have nothing to hide, why not then get citizens actively involved, and why is governance non-transparent?

Figure 12: PPP Projects have Increased the Infrastructural Development of Lagos State

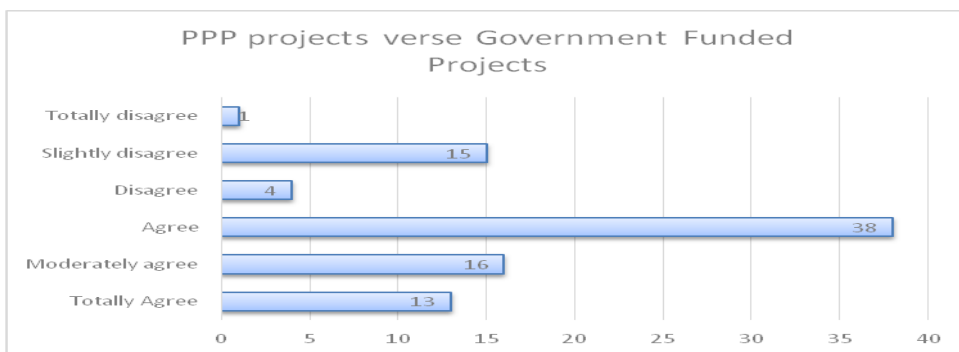


35 of the respondents, then 22 and then 20 of the respondents were of the opinion that PPP has increased the infrastructural development of Lagos State. This create justification for the use of PPP over the years in Lagos State and also validates the notion put forward by a number of scholars. For example; Llanto, stated that “public-private partnership can play a significant role in infrastructure development” of nations (2008a: 321). Conversely, a number of scholars’ have emphasised that PPP is beneficial to both the public and private sector. This was stated because the public is able to access infrastructural developments which the government may possibly not be able to afford when needed or which the government did not pay for when provided. Also, the private sector is also able to make profit on its investment. Hence, both parties are able to meet their organisational objectives (Hodge and Greve 2005: 4).

On the other hand, infrastructural development derives its importance from its interrelatedness or correlation with development, as this relationship stimulates inclusive growth by creating enormous and productive economic activities, which in turn

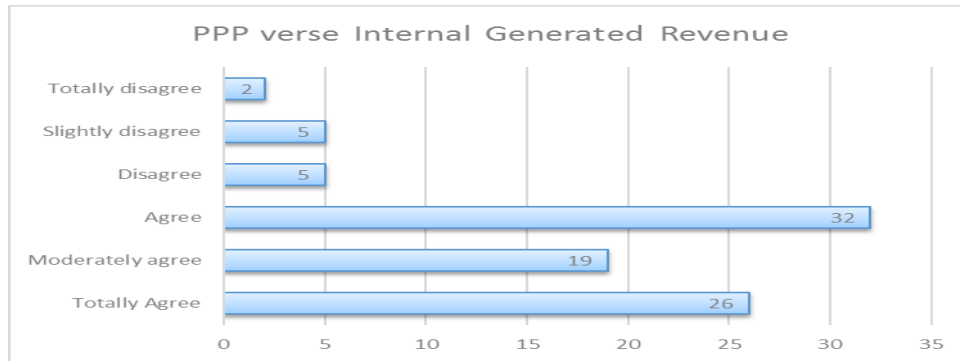
creates job opportunities and redistribution of income. Similarly, infrastructural development brings about expansion of overall/aggregate productive capacity by connecting products with markets, and other socio-economic services and facilities that have the propensity to facilitate easy, quicker and cheaper process of conveying products to/within the market (Asian Development Bank 2012:9). This happens to be one of the foremost reasons why the transportation system will continue to receive special attention, because it plays vital role in connecting goods and services with markets.

Figure 13: PPP Projects are More Viable Options in the Provision of Social Amenities and Infrastructures than Government Funded Projects?



38, 16 and 13 of the respondents were of the opinion that PPP projects are more viable options in the provision of social amenities and infrastructures than government-funded projects. This further substantiates the notion that government has lost its competitive advantage to private sector participants. Also, it is stated that a large number of public sector participants do not always have the required project management competence, skills and expertise needed in project management to execute infrastructure projects. Hence, private sector deploys its technical know-how, and capabilities, which is regarded as more operative to project management. Questions that arise here bother on how is the private sector in Lagos able to acquire its technical know-how, and capabilities while the public sector is not as well as who should be held responsible? If there exists a deliberate attempt to empower the private sector at the detriment of the public sector, who should be blame and how can this be corrected?

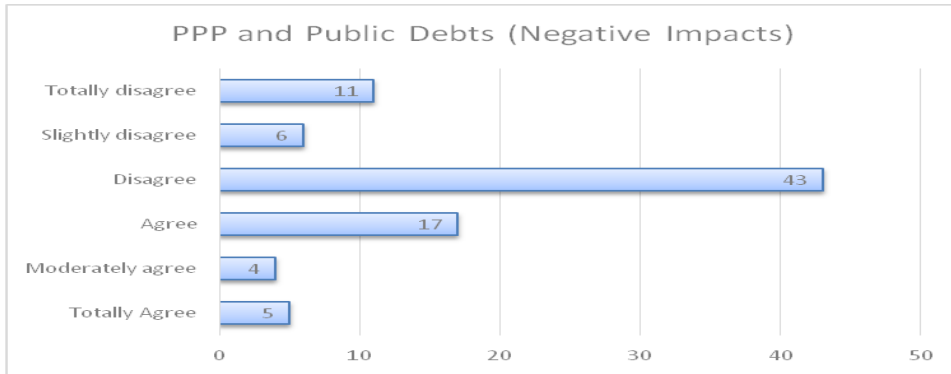
Figure 14: Lagos State Needs Private Participation in the Provision of Public Infrastructure, Considering the Level of Internal Generated Revenue and Other Incomes that Lagos State Receives?



A total of 67 respondents were of the opinion that Lagos State requires private funds in the provision of public infrastructure, regardless of the level of internally generated revenue and other incomes that Lagos State receives. This echoes the general notion that the present day Nigerian government is unable to meet its infrastructural deficit as such private sector finance is needed. Also, it has been stated that provision of infrastructural facilities in developing countries is one of the foremost and challenging roles that their respective governments are faced with. And, this is due to the fact that the provision and maintenance of infrastructures is generally costly, specifically in poorer developing nations, whose resources are comparatively lesser compared to the richer ones. And it becomes more challenging due to the need to maintain growth momentum. (Asian Development Bank 2012:51 and 61).

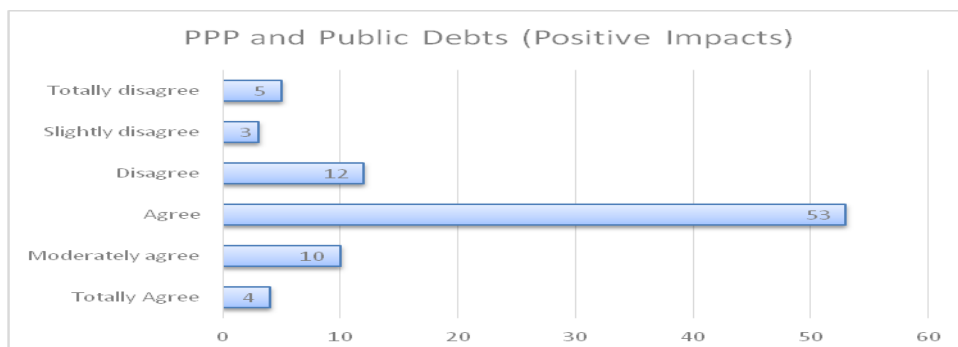
The findings of this study further substantiate the views expressed by Salami (2016) that the prime difficulty which continues to pose a limitation to the provision of public infrastructural facilities and services in Nigeria has been identified as inadequacy of funds needed to expedite and facilitate effective provision of public infrastructures. Also there exist huge public infrastructural deficits. As such an alternative source of funding is required and in this regards private sector financing seems to be the last resort. This brings to justification that the need for Lagos State to meet its infrastructural deficits through private fund. However, the study questions the source of funding of private sector and it wonders how governments who are defined as lenders of last resort are unable to fund infrastructural projects and the private sector is able to raise the needed fund. Perhaps, the question maybe where does the private sector get its fund from? And why is the private sector able to access the funds and the government is not?

Figure 15: PPP Projects have Negative Impact on Public Debts?



43 of the respondents disagree in one way or the other with a views that PPP projects have negative impact on public debts. Although, a substantial number of the respondents can be stated to agree in one way or the other with the question but this still falls below half of the total of those that disagree one way or the other. Findings of the study suggest that projects implemented under PPP arrangement in Lagos, do not have negative impact on public debts. Based on the aforementioned, the study takes the stance that in as much as the total debt of Lagos may negatively affect the general business environment of the state, debts associated with PPP can be justified, and defined as productive debts because they are associated with capital projects. This is because capital projects facilitate economic growth and development, hence the burden of such debts are justifiable (Rodolphe 2006: 15). Alternatively, public debts associated with failed PPP projects needs to be looked into, and this might suggest otherwise. Also, the study suggests that there is a need to critically examine the opportunity cost of debts in Lagos State in relation to short and long-term economic effects on the average Lagos inhabitant. Also, the study asks that if PPP projects were implemented in urban areas, which thereafter makes lives better for people in the immediate environment, how and why should the financial burden be shared amongst both people who reside in rural and urban areas?

Figure 16: PPP Projects have Positive Impacts on Public Debts?

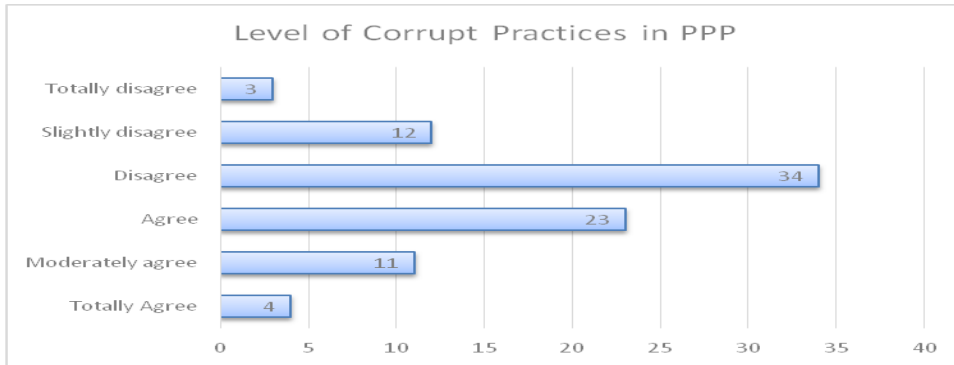


53 of the respondents agree in one way or the other with a view that PPP projects have positive impact on public debts. Although, a substantial number of the respondents can be stated to disagree in one way or the other with the question but this falls below average of the total of those that agree in one way or the other. As such, findings of the study suggest that projects implemented under PPP arrangement in Lagos State have positive impacts on public debts.

Also, it has been stated that a number of countries are facing dire infrastructural deficits, and can attain the needed infrastructure either by increasing taxes to finance the needed public expenditures or result to borrow non-concessionally. Although, there are a number of risks associated with the above mentioned, but since these funds fall under public investment, the cost implication of PPP projects are seen as justifiable and thus have positive impacts on public debts (Buffie, Portillo, Berg, Pattillo and Lius-Felipe 2012: 4). This study also takes the stance that the opportunity cost of PPP projects (thereafter seen as public investment) is beneficial to the people, as such debts attributed to PPP have positive impacts on the economy (Buffie et. al 2012: 4).

2012:4). Questions that arises here bother on failed PPP projects, and how debts attributed to failed PPP projects have been examined, to determine if they also pose positive impacts on public debts? Other questiions include: how failed PPP projects are being handled or supposed to be addressed, and who should be made to bear the responsibility of its failure? Perhaps, the above stated can be supported by the views stated by Buffie et. al 2012.

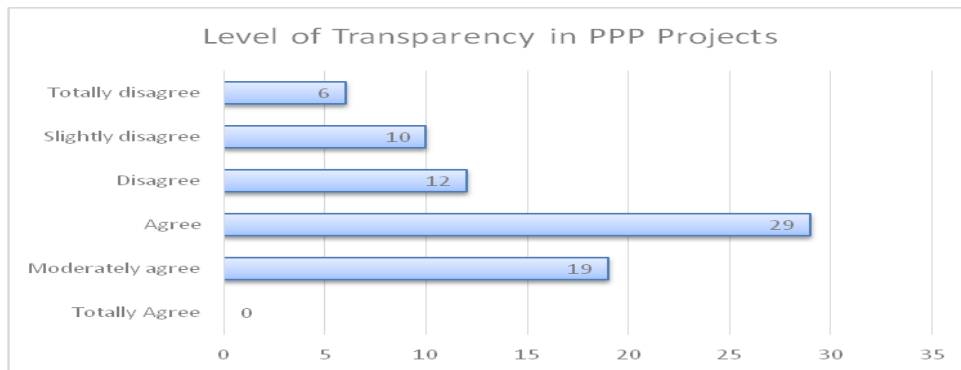
Figure 17: PPP Projects can Condone Corrupt Practices?



This section presents a very tight figure as the sum total of those who share the opinion that PPP in one way or the other has a propensity to condone corrupt practices. However, it is still not accepted as the sum total of the respondents rate for those who share the view that PPP does not condone public is higher by 11 people. Nonetheless, the study is of the view that more research is needed on this particular topic to fully ascertain the level of corruption as regards projects implemented under the PPP agreements.

Due to on-going discussion about corruption and the complexities that surround public financial management, the study is of the standpoint that there is a need to critically examine if there exists any kind of relationship between owner of private firms that own the companies awarded PPP projects and government officials to ascertain if there could be any form of conflict of interest and to further suggest ways on how to deal with those situation, if unethical relationships are found to exist. This is stated due to the fact that the complexisty that surrounds public financial management has created a number of non-transparent claims and soothes the expansion of prime instruments that can be used to facilitate concealed corrupt practices. Thus, there is an urgent need for a more effective monitoring and supervision of public financial management (Pradhan and Campos 2007:356). On the other hand, the study suggest based on the empirical findings that perhaps Lagos State has created a positive ethical climate, that has helped reduce the possibility of corrupt practices in the operational activities of its civil service.

Figure 18: How High is the Level of Transparency in PPP Projects?

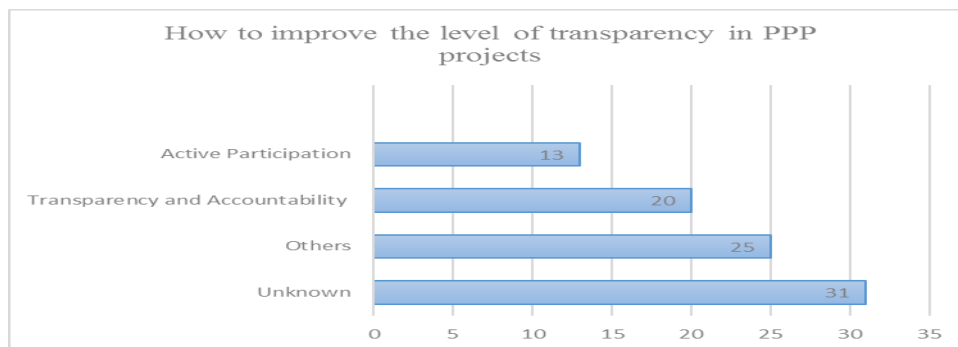


48 of the respondents are of the opinion that the level of transparency in PPP is high. This can be used to propose that the business environment in Lagos State is favourable as such, it would encourage better business activities. The need for transparency is been discussed due to the relationship between transparency and public trust. Also, a number of quarters are of the opinion that improved transparency of government activities would bring about the needed transformations and enhancements that the public sector requires. And it is further stated that such actions have the propensity to facilitate the process of reinstatement of public trust (Clark, Amedee, Anderson, Clark and Wirtz 2011:8).

On the other hand, it has been stated that excessive of transparency of government activities can pose about challenges to government management and policymaking. This was stated due to the high level of public interference that could result from citizens having too much information about the governments plans and state's secrets. It is agruably that the state should be priviledged to some level of secrecy (Clark et al 2011:8). However, the question that arise here is to what extend should the government be priviledged to some level of secrecy?

Perhaps, the most important element can be stated to be the need for greater transparency; such that it can be used to measure the performamnces of government institutions and also examine the perfomances of specific government policy, with a view of quantifying their effectiveness and effeciency. This is hoped to renew public trust amongst the citizenry (Clark et al 2011:9).

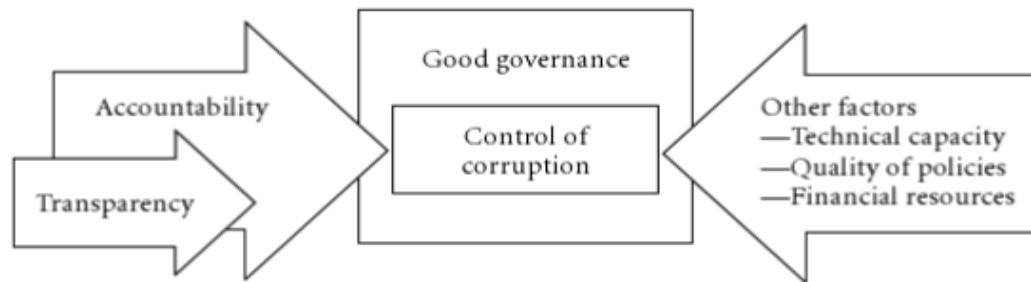
Figure 19: In Your Opinion, What can be Done to Improve the Level of Transparency in PPP Projects?



Respondents for this question were given in qualitative forms, and in order to maintain a similar mode of data presentation and analysis, the views were categorised into four sections, which is stated in the diagram above. The full list of views as provided by respondents can be found in appendix 6. 31 of the respondents did not state their views on what can be done to improve the level of transparency in PPP projects. However, twenty (20) of the respondents were of the view that transparency and accountability were needed to improve the level of transparency in PPP projects. Transparency, in this regard, is necessary because it is a “means to an end”. Thus, the need for transparency goes a longer way as it cuts across accountability, good governance, and public trust; to protection of democratic principles and institutions and an assurance of public well-being.

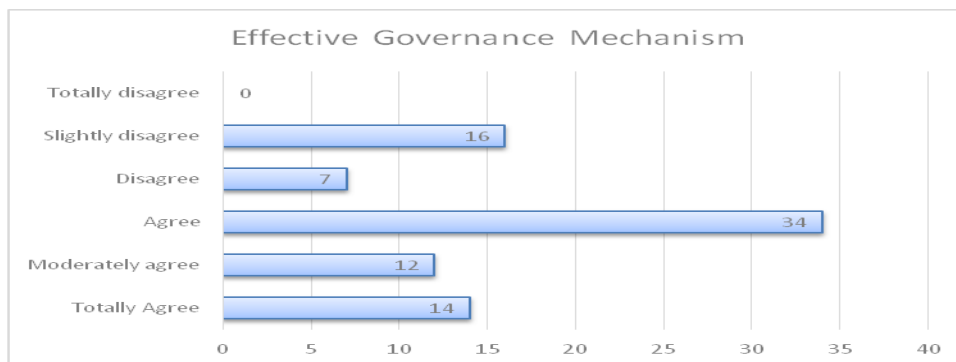
On the other hand, the need for accountability is essential because it can facilitate the process of ensuring healthy “relationship between the government and those who are governed” (Ferranti, David, Jacinto, Ody and Graeme 2009: 8). Thus, greater level of accountability can guarantee that the government will respond adequately to the needs and wants of the governed. This is due to the reason that efficacious efforts for greater accountability can bring about improvement of governance on government activities and institutions. The aforementioned is stated bearing in mind that the possibility to increase government accountability is dependent on the level of transparency of government activities and institutions (Ferranti et. al 2009: 8). This further leads to the existence of relationship between transparency, accountability, controlled corruption and governance, and is diagrammatically illustrated below.

Figure 20: The Relationship between Transparency, Accountability, Controlled Corruption and Governance



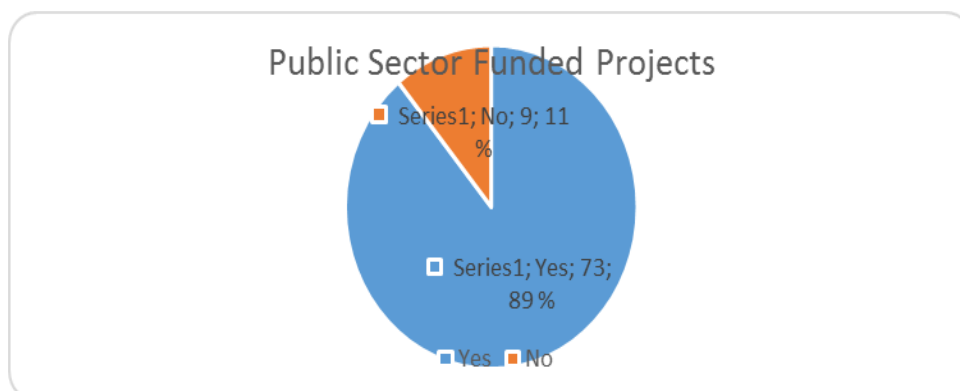
Source: (Ferranti et. al 2009: 9).

Figure 21: The Lagos State Government has Effective Governance Mechanism to Ensure Effective Implementation of PPP Projects?



34 of the respondents are of the opinion that the Lagos State Government has effective governance mechanism to ensure effective implementation of PPP projects. This is important because the existence of effective governance mechanism is positively correlated to project performance, just as, effective governance mechanism is needed to ensure effective implementation of projects. The above is stated due to the reason that, the government through its mechanisms, sets the perimeter and environmental landscape which would fundamentally shape the leadership behaviour, ethical climate, and define the norms and values that would be generally acceptable in a particular society. Governance mechanism can guide, or perhaps compel the behaviours of human beings in a specific way when they engage in social interactions (Schein 2004: 1). On the other hand, the need for effective governance mechanism is essential, because it will further create an enabling environment for business opportunities and this will facilitate economic empowerment of people who reside within its geographical territory.

Figure 22: Has there been any Major Road Construction Project Solely Funded by the Government of Lagos State in the Past 20 Years?



73 of the respondents are of the views that there have been any major road construction projects solely funded by the government in Lagos State in the past 20 years? This brings to question the need for PPP. However, since a number of scholars (Salami, Llanto) have stated that there exists a huge public infrastructural deficit in Nigeria and the government is unable to adequately fund them, the study suggests that indeed private funds is indispensable.

Similarly, the population of Nigeria, most especially, Lagos is defined as ever-growing. Records made available by Nigerian Population Commission (NPC) estimates the population of the inhabitants of Lagos to be 9,113,605 (NPC 2017). The population in this regard, is a vital element, as population can be attributed to an economic of scale. Similarly, Lagos State is generally defined as a state with a millennium city population and the infrastructure of a developing society. Thus, this study suggest that Lagos needs to identify was to address its public infrastructural deficit and the option of private funds should be fully and properly explored.

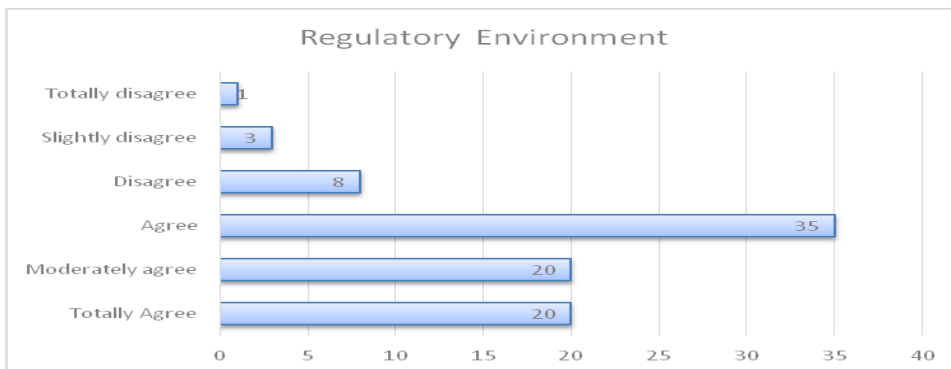
Also, it is generally stated that the average annual budgeted expenditure of Lagos State government does not in any way come close to the estimated amount needed to fund its infrastructural needs. The reality is that there is an eminent need for private sector funds in the provision of public infrastructures in Nigeria. However, this study agrees that the government needs to identify other source of funding for infrastructural projects, as the ever-growing population continues to put pressure on the available infrastructures. Thus, there is an urgent need for the Lagos State government to ensure

that the provision of infrastructure is positively related to the growing population and needs of the inhabitants of Lagos.

Figure 23: Kindly State the Ones you Know

This section presents a list of major road construction project solely funded by the government in Lagos State in the past 20 years. The list is presented as stated by respondents. The study intended to verify if truly the roads were solely funded by public funds from The Lagos State Ministry of Works and Transportation. But, the reply would not be included in the study because clarification about the road had not being established when the study was submitted. See appendix 7: List of Roads Funded by The Gogermnet in Lagos State in The Past 20 Years on page 183, for list as provided by respondents.

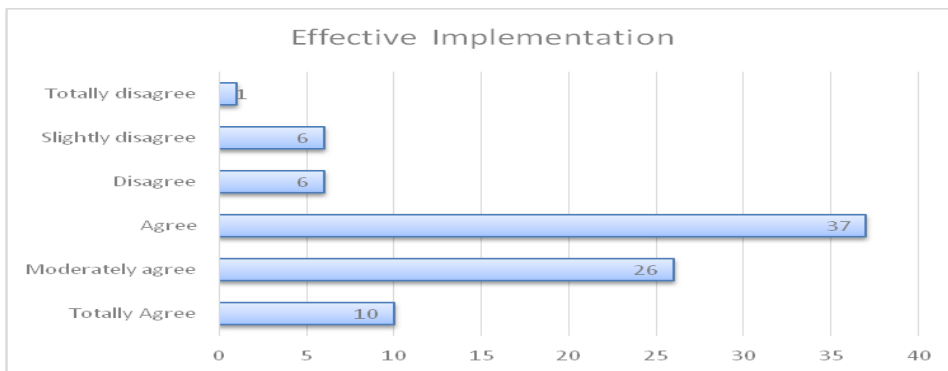
Figure 24: The Regulatory Environment and General Business Atmosphere in Lagos State is Favorable for PPP



35 of the respondents agreed, 20 moderately agreed and another 20 totally agreed that the regulatory environment and general business atmosphere in Lagos State is favourable for PPP. The relevance of regulatory environment is due to its importance to investors, and its relativity to creating business-friendly environments, and this can be attributed to management control mechanism. Also, it has been stated overtime that investors usually examine the economic, social and environment conditions of a society before investing in such environments. This is due to the fact that investors take into consideration all factors that have the propensity to affect the business landscape either in a positive or negative way before they make decisions about the location. Also, it has been stated that favourable regulatory environment is positively related to the factors that enhances the efficiency of markets (Llanto 2008a: 320 and Llanto 2008b). In

respect of this, having a favourable regulatory environment in Lagos is seen as a plus because it does not just attract investors, it also endures sensitivity to the immediate and future needs of investors by adopting and implementing policies that have the propensity to reduce bureaucracy and regulations that can hinder investment opportunities. It also ensures the preservation of transparency, accountability and objectivity in reference to policy makers and market participants (Chartered Financial Analyst (CFA) Institute 2017).

Figure 25: The PPP Projects were Effectively Implemented According to Plans

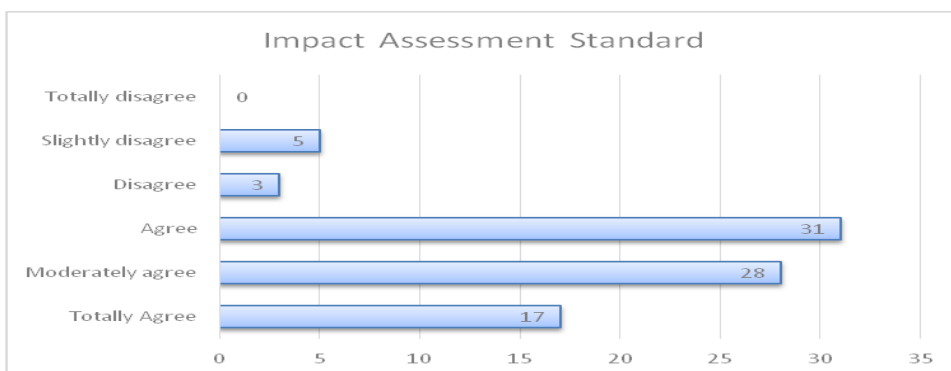


37 of the respondents agreed and were closely followed by 26 who moderately agreed, then 10 totally agreed that PPP projects were effectively implemented according to plans. This is important because it has been stated that project planning is positively correlated to the overall project performance. This is because planning is of strategic importance to any project and it is a fundamental aspect of a project's life-span. Similarly, planning a project management process can be used to determine the cost effectiveness of such a project (Melton 2011:2). It is because planning can be used to critically examine the feasibility of an action plan and an effective planning makes the action plan more realistic. Also, planning can be used to forecast both short and long term happenings of business activities, which can be further used to guard against negative occurrences (Lientz 2009: 9-10).

Similarly, planning can be used to provide answers to the six vital questions (When, What, What if, Who, How and How much) that usually arise in the viability of a project. The ability of the project management team to provide answers to these questions goes a long way in determining the outcome of a project (Melton 2011:3). Furthermore, planning consists of the basics in which the soft and hard elements that

make up a project will be integrated. The soft elements are people (each and everybody involved in a project), process, system and structures of managing relationship and behaviours and a number of intangible aspects of projects (Melton 2011:4). Hard elements, on the other hand, refer to the more substantial elements in a project. Examples are cost, time, and financial returns to mention a few (Melton 2011:4). The above is stated, bearing in mind that justification of a good project plan is very much evident in ensuring an effective integration of both elements and the overall success of the project (Melton 2011:4).

Figure 26: Do you Agree that the Materials Used for the PPP Project Constructions Meet the Required Impact Assessment Standard?



A total of 76 respondents are of the view that the materials used for the PPP project constructions meet the required impact assessment standard. Although while 31 of the respondents agreed; 28 moderately agreed and 17 totally agreed. The relevance of using the right materials has been principally discussed in production. This is because, production emphasises on the importance of using standard materials, which is impactful on either the benefits or risks the benefits and risks attributed to standard and sub-standard materials as the case may be. The need for standard materials, as it relates to PPP project, which in this regard, is mainly focused on construction, is non-negotiable. This is due to a number of reasons, amongst which are economic, social and environmental impacts of sub-standard materials. This also revolves around associated health hazards and risk that can result from the usage of sub-standard material. Perhaps, this can be stated to be one of the reasons why quality assurance has evolved from the traditional production-centered discipline to one with an extensive “management implications across all industries and professions” (Chung 2002: ix). Hence, it is

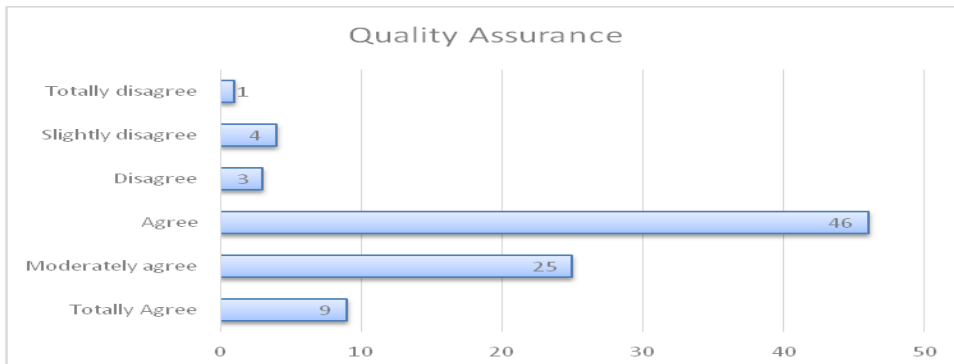
expected that there is a “fitness of purpose”. In lights of this, the general assumption is that the expected should be evident in/at delivery.

However, in the “context of quality management, the quality is not an expression of excellence in a comparative sense” (Chung 2002: 3). Rather, it is a short form for preferred quality, which is required to be appropriately acknowledged as clearly as possible (Chung 2002: 3). The supplier (which in this case, is the private sector participant) makes every effort to achieve the preferred quality at optimal cost while the customer (in the sense, the public sector participant) requires assurance of the producers’ capability to deliver and constantly maintain the agreed quality (Chung 2002: 3).

On the other hand, defining quality in a construction field is problematic. This is due to the fact that the product by and large, is not a repetitive component. Rather, it is a distinctive piece of work with precise attributes. Taking building construction as an example, the product can be a new road, a section of an old road or just an assembled component that eventually forms part of the road. Also, the satisfaction to be derived is not just for the direct client (the public sector), but also the expectation of the community in which the road is been built (Chung 2002: 4).

This brings to light the paradox that exists within the Nigerian society. This is because the idea of commission follows more of a political ideology rather that it’s initial expertise ideology. Commissioning entails the process whereby an expert satisfies a project.

Figure 27: Do you Agree that there is an Effective System Put in Place to Ensure that the Project Implementation Process Meet Service Delivery Standard (e.g. health and safety standard)



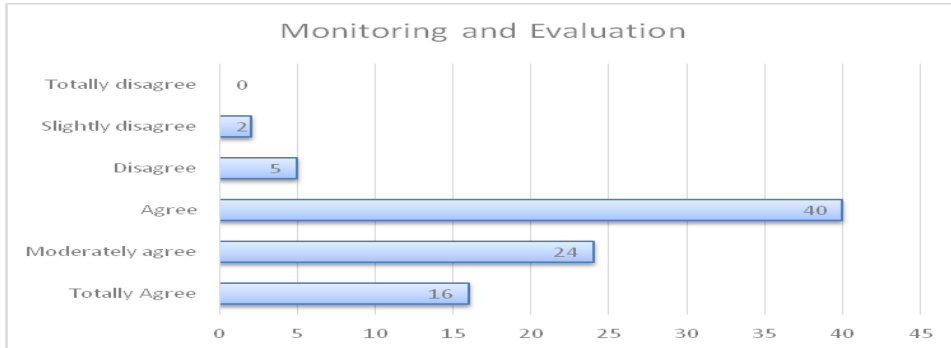
46 followed by 25 and then 9 of the respondents agreed, moderately agreed and totally agreed, respectively, to view that there is an effective system put in place to ensure that the project implementation processes meet service delivery standard (e.g. health and safety standard)

Economically, ethically, legally and occupationally, health and safety have become significant concerns of every organisation. This is because occupational health and safety, seeks to minimise loss to its barest minimum. This basically entails the procedures in which organisations ensure preservation and protection of both humans and other physical assets in the workplace. In reference to service delivery standard, it is expected that organisations provide an enabling environment for their employees. In this regard, they are required to make sure that they provide a safe and healthy workplace (Kohn and Friend 2014:9). This is needed in order to minimise the associated risks and hazards that employee are exposed to in the process of carrying out their jobs.

This further seeks to reinforce the notion that although projects are important, the people who facilitate the process are equally important, and in some cases, even more important because it is their functionality that will determine the extent of success of any project. Perhaps, this is why it is usually said that a healthy workforce is required to ensure a healthy production. It has been stated that monetary value associated with hazards and industrial accidents within working environments can be extensive and may possibly outweigh the cost of providing a secure and healthy workplace (Kohn and Friend 2014: 9). Standards form the basis for effective systems put in place to ensure

that the project implementation processes meet service delivery standard (e.g. health and safety standard).

Figure 28: There is Monitoring and Evaluation Mechanism in Place to Access PPP Project Implementation?



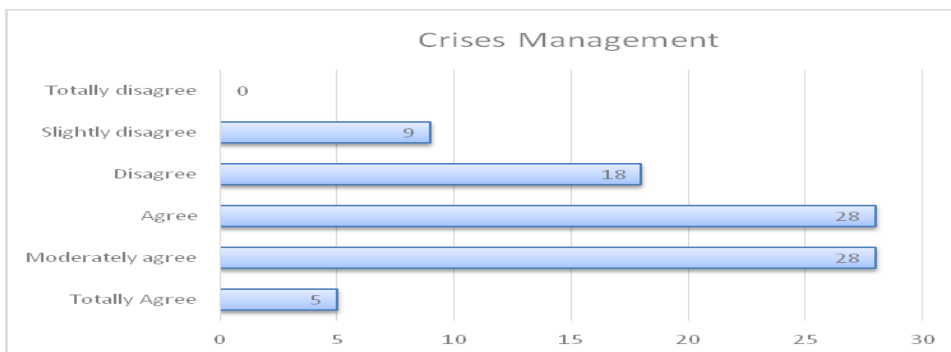
In response to the above figure, a larger part of respondents (40) agreed that there is a viable monitoring and evaluation mechanism in place to properly monitor PPP projects, (24) moderately agreed while (16) totally agreed to monitoring and evaluation process.

Thus, the study suggests that projects implemented under PPP are in line with management control mechanism. The importance of the questions stated above can be attributed to the need of comprehensive monitoring and evaluation system, which can improve effectiveness and accountability of government activities. This is because the principles and strategies of monitoring and evaluation applies to organisations, policies and projects. Similarly, monitoring and evaluation provides crucial information about project implementation and performance, and this can help investors, policy makers, citizens, and other stakeholders to answer the ultimate questions of whether projects were implemented based on agreed terms, and if the stated project outcomes are achieved or will be achieved (Morra-Imas and Ray (2009:106).

In the same vein, in order to ensure appropriate implementation of a project lifecycle, there is an eminent need to make sure that appropriate project monitoring and evaluation mechanism is available, enforced and used as an instrument of checks and balance.

On the other hand, project evaluation is borne out of the need for a certified verification and examination of the progress, sustainability and suitability of a project. This is done in the course of status review and project reporting. This usually enables for comparison between the current exact project performance and the expected project performance. Also, this is related to control as it relates to analysing the performance findings to ascertain whether corrective actions are required. This is because project evaluation can be used to determine if a process or project is in line or outside of control, tolerance, chart and mechanism. The importance of control chart is attributed to its propensity to serve as an instrument used to identify quality measures and quality deficiencies (Taylor 2006: 162 - 163).

Figure 29. Political Issues are Properly Handled between Government and their Private Partners in PPP Projects?



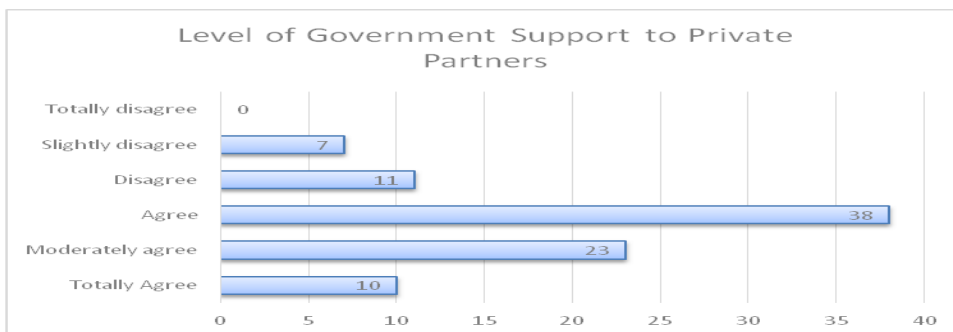
5 respondents strongly agreed, 28 respondents agreed while another set of 28 respondents moderately agreed to the views that political issues are properly handled between government and their private partners in PPP projects. This brings to light the process of crises management between public and private sector participants. In this regard, monitoring is seen as essential as it is stated to be a continual activity that seeks mainly to provide functionaries and major stakeholders with regular feedbacks and timely indications of developments in the process of attaining anticipated outcomes.

Monitoring usually tracks current project performance against the expected project performance. Also, monitoring generally involves the process of gathering and scrutinising data and information on implementation process, approach and results and proposing corrective strategies, approaches and measures (Pandey 2008: 80). Thus, the study suggests that the possibility of private sector participants to ensure effective

monitoring of PPP projects has helped to mitigate the level of crises between private and the public sectors.

Although, the study does not exclusively examine the process on how political issues between government and their private partners involved in PPP projects have been handled, the empirical findings of the study suggests that parties involved in PPP projects in Lagos State have been able to mitigate crises that arise in the entire process of PPP. This is remarkable as it provides the assurance for investors in Lagos State that the state government has a positive approach towards crises management in the workability of PPP. The assurance realised from the findings becomes more important and this study sees it and necessary to have such assurance because it serves as a positive indicators for both foreign and local investors. And this can also serve as a motivation for new investors interested in engaging in business activities in Lagos.

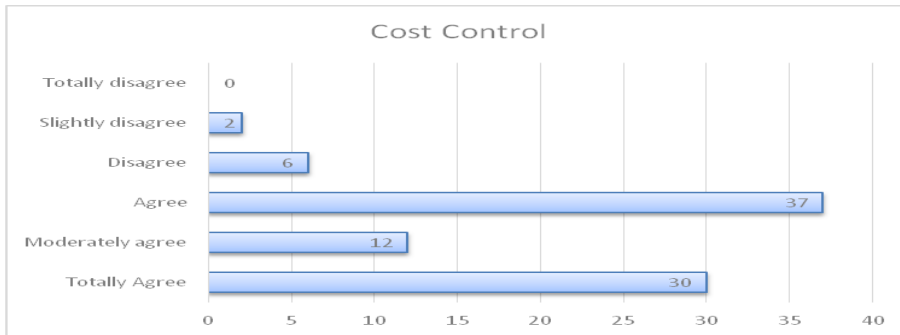
Figure 30: Private Partners Receive Adequate Support from the Government to Ensure Effective Control of Project Implementation?



61 of the respondents were of the view that private partners receive adequate support from the government to ensure effective control of project implementation. The importance of government support can be seen as extensive because firm commitment on the part of a government in relation to private organisations to implement a cause of action, or participate actively and appropriately in the process of implementing a project is non-negotiable. This is because, the absence of adequate support from the government can be attributed to outright objection to doing business with the private sector. As, it is generally noted that business activities only flourish when there is adequate support from government, given that government sets technical control over business activities. The term actively and appropriately are used in this regard, to depict

the situation where government support the efforts of the private sector participants by encouraging active private sector participation, by paying at the right time, having a fair deal, ensuring that government institutions and instruments act fairly.

Figure 31: Lack of Effective Control can Lead to Overspending on the PPP Project



37 of the respondents agree, 30 totally agreed and 12 moderately agreed to the claim that effective and efficient spending control is not applied in PPP project management can lead to overspending on projects. And this could also make PPP not to have any priority over government-funded projects which is mostly accustomed with overspending. This question further reinforces the need for effective financial management. This is because issues like budgeting, planning, management control are needed to ensure that the prices of PPP projects are properly negotiated and agreed. Though, this study recognises that there are a number of elements that can bring about overspending on PPP projects, for example, the exchange rate, and this continues to be a major factor that influences price.

Also, this study puts into consideration the relatedness of the fluctuating crude oil price, as it relates to Nigerian currency (Naira). Nevertheless, this study envisages that governments are able to do their respective work because they are paid to get the job done. Thus, politicians who seek public offices, should steer clear of making excuses and bring the best hands on board, and if they are able to effectively govern, they should allow those with better ideas take leadership positions. This is needed in Nigeria, because the practice of quota system and partisan politics is detrimental to the overall welfare of Nigerians. It is hoped that Nigerian politicians will look beyond partisan politics and create healthy environment, one that emphasises the need for technocrats and experts rather than party patronages. Quota system, as being practised in Nigeria, is a system which strives to ensure participation of citizens from the six geo-political

regions in Nigeria. Political appointments in Nigeria must be based on equitable representation of the six geo-political regions and not on merits. Though, the study acknowledges that this is essential but it serves as hindrance to the merit based system.

Figure 32: Project Management Teams in PPP Projects Manage Resources to Ensure Effective Project Implementation



39 of the respondents were of the view that project management teams in PPP projects manage resources very well to ensure effective project implementation while 35 on somewhat well express that resource management is essential in ensuring effective project implementation, as this has the propensity to determine the performance of the project. This cuts across how project management teams are able to manage human and financial resources available at their disposal. Thus, it brings to light the importance of having good planning and monitoring systems with adequate control mechanism in place and at all times in all organizations. This is needed to guarantee that each aspects of a project and the motivation of each and every individual that participated (either directly or indirectly), in order to achieve the project objective, is adequately rewarded and recognised. It is also important to state that it also guarantee that project are delivered within the agreed criteria of cost, time and performance (Lester 2013:7).

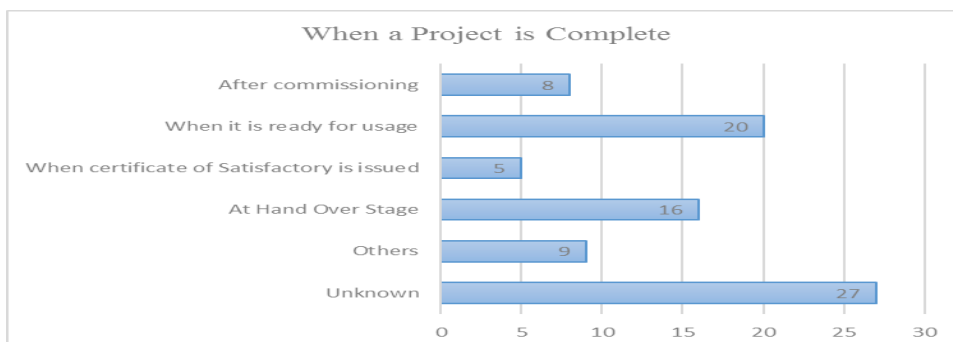
Figure 33: How are the Problems Managed Between Various Stakeholders in PPP Projects?



A total of 70 of the respondent were of the views that problems between various stakeholders in PPP projects were properly managed, in as much that there is a general desire that all would be well in the cause of any project. The reality is that unforeseen situations will always arise in the course of a project. As such, all parties involved in any project are required to understand that when challenging situations emerge, it may necessitatespecific changes that have to be made. And in some situations, this may require trade-offs or compromise, in order for the the project to persist or operate within cost margins (Lester 2013:37). However, the extent to which these trade-offs or compromise can be deemed acceptable depends on a number of factors, and the three foremost factors are nature, scope and approval. Basically, nature and scope evolves around the particular project, but aproval relates to the larger society, which are the sponsors, clients, the project managers and most importantly the end users (Lester 2013:37).

In most cases approval can be strict and might bring about sidelining the end users, because the challenges may be interpreted as government failure, which could bring about discrediting the government. And since government is known as always wanting to protect its public image, it may not want the genral public to know about the existence of a problem and how the problems were resolved, because the public may interpret such as failure on the part of the governmnet. Prehaps, this brings us back to the issue of transparency, government secrecy and accountability (Lester 2013:37).

Figure 34: When is a Project Complete?

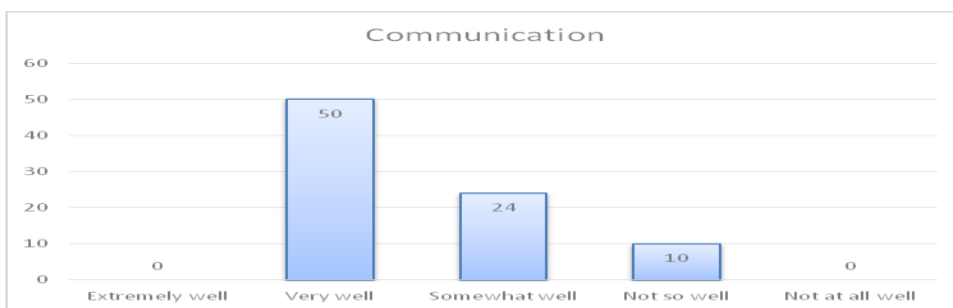


This section presents the views of respondents as regards when they believe a project is complete. Repond from the section was given in qualitative means, and since all the list

could not be presented as given. The study categorize the views into various groups. A full list of the view as expressed by the respondents can be found in appendix 8. To ascertain when project is complete 20 respondents were of the opinion that a project is complete when it is ready for usage. 16 respond as regards when a project is complete were categorised under at "hand over stage" while 9 respond were categorized under "other", then 8 respond were categorised under "after commissioning", and 5 respond were categorized under when "certificate of satisfactory is issued ". A total of 27 respondents did not express their views on this question. Generally, a project is said to be complete when it has being commissioned.

Commissioning in most cases is carried-out by the project engineering, who after inspection, will attest that the project is complete. Thereafter, is the project ready for use or can be handed over to the appreciate owner or client. Interestingly, commissioning in Nigeria, is mostly carried-out by government officer. This in most cases is used to show off. As such, the government or its official, uses the avenue to inform the public about the works of its government. However, one may wonder why a government who is paid to do a job, needs to show-case its job? Perhaps, such act can be said to constitute misplace priority.

Figure 35: How are the Project Management Teams Communicating with the Projects Field Officers?



74 of the respondent were of the views that project management teams communicate with the projects field officers and 10 of the respondents were of the view that project management teams "not so well" communicate with the projects field officers.

Effective communication as stated will continue to place vital roles on how project management teams communicate with projects field officers. Though, this has the

propensity to be challenging as it comprises sharing data and information between the public and private sector. The public sector in this regards is seen as an amorphous mass, operating within a multifaceted environment. This can be said to be as a result of its crowded reporting lines (Mounter and smith 2008:250).

This further brings to light the importance of a two-way communication, as it is stated that staff of organisations that practice the two-way communication are more comfortable with the mode of communication and that it also enhanced their respective capability as it strives to ensure that accurate information is being passed and accurate feed back is being sent back and received (Mounter and smith 2008:251). The project manager are also required to demonstrate effective interpersonal skills.

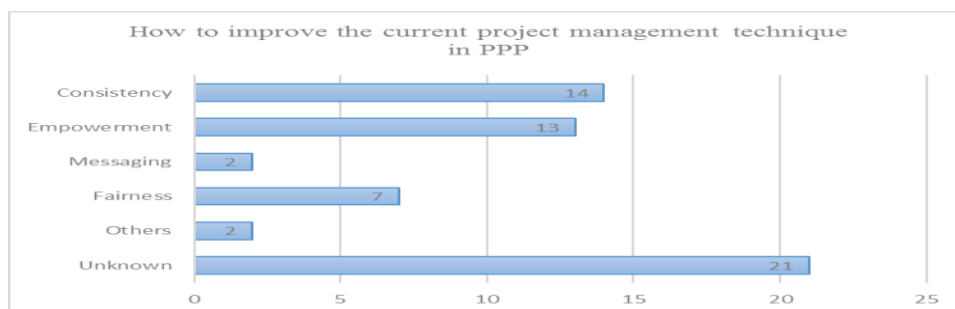
Figure 36: Effective Project Management Control Influences the Project's success



35, 31 and 20 of the respondents were of the view that effective project management control influences the project's success. In this regard, project management entails the process of effectively utilising the existing organizational resources (both human and financial resources), to ensure the attainment of the project goals and objectives. The process of utilising encompasses various forms of control. This is evident in the modes and ways of defining and distributing task; planning the execution of the work, the condition of work, the distribution of organisational resources, and how adjustments are made to deviations from the project plan (Munns and Bjeirmi 1996: 81-82). Similarly, project controls entail the process of project data gathering, the management style and the systematic procedures adopted to comprehend, forecast and influence the productive cost and outcome of a project, through the effective communication of information and adoption of project management techniques in procedures that promote equitable decision making and effective project management mechanism (Aramyan 2016).

A number of quarters are of the point of view that one of the foremost aspects of project management plan is project success criteria. They share the view that project success criteria represent the most significant attributes and objectives, that is required to be accomplished in-order for any project to be referred to as been successful (Lester 2013: 37). In other words, project management control mechanism seeks to ensure that success criteria, such are attaining the specific quality requirements and expected performance, as agreed in the memorandum of understanding is achieved. Also, that the implementation of the project is completed has stated in the terms of agreement and that project contractors make certain that the cost of every project is within agreed budget (Lester 2013: 37). Nevertheless, there are further criteria that in a number of industries are similarly or even more vital. For example, in the transportation sector sustainability and reliability which is defined in long-term performance is crucial. In the same vein, safety and service delivery are vital attributes in the health sector (Lester 2013: 37).

Figure 37: What can be Done to Improve the Current Project Management Technique in PPP?

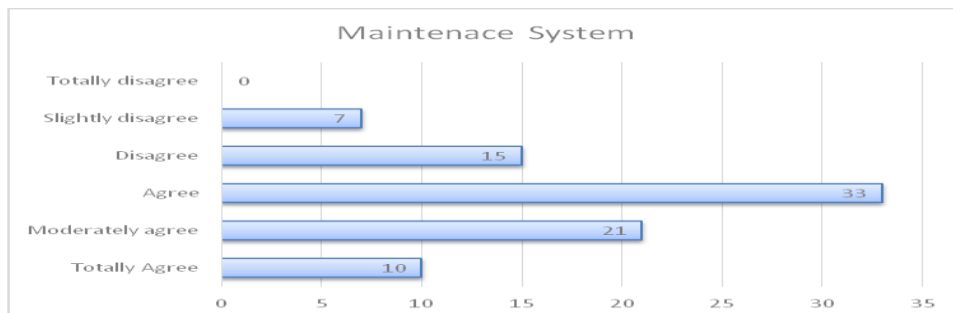


This section presents the views of respondents as regards things that can be done to improve the current project management technique in PPP. Respond for this section was given in qualitative means, and as such all the list could not be presented as given. The study categorize the views into various groups. A full list of the views as presented by the respondents can be found in appendix 9. A total of 21 respondents did not express their views on the question.

Consistency, which is categorised to represent the views of 14 respondents in the regards is seen as the process which both private and public sector, are able to continuously strive for in ensuring a better monitoring and evaluation. This is with the view of ensuring that resources are optimally utilised to attain the set project goals. This

is closely followed by empowerment, which is categorised to represent the view of 13 respondents. This is seen as the process of empowering the public with adequate information, thereby facilitating their active participation, and ensuring a better overall management of PPP projects. Fairness, which is categorized to represent the views of 7 respondents in the regards is seen as the process that focuses on the overall transparency of PPP project and processes that lead to agreements and accountability, which is geared towards public trust. Messaging encompasses the need for effective communication and flow of information. While Others, has to do with the need to ensure adequate project maintenance.

Figure 38: There is an Effective System of Maintenance Put in Place to Ensure that the PPP Project is Properly Maintained after Completion



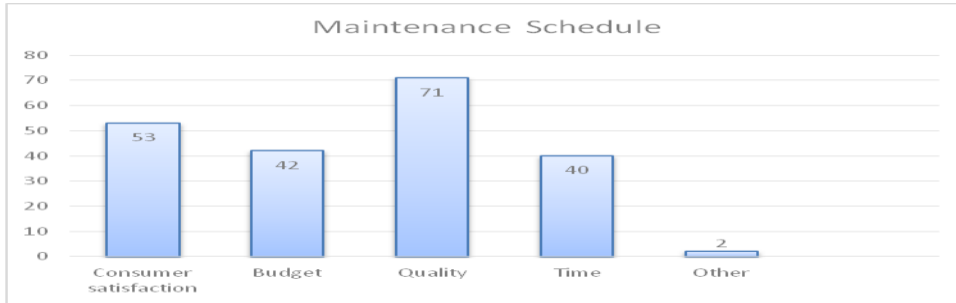
33 of the respondents agree, 21 moderately agreed and 10 totally agree of the respondent are of the views that there is an effective system of maintenance put in place to ensure that the PPP project is properly maintained after completion.

The purpose of scheduling of maintenance work, including interrelated coordination of vital resources, procedures and methodology is vital to the sustainability of any project. The process entails the application of appropriate materials and equipments, executing maintenance schedule within the deliberate time frame and in accordance with maintenance schedule and cost.

The allocated resources are further coordinated and synchronised to be at the proper place at a designated time, with necessary access, so that work can be started and brought to completion with little or no delay, within the intended time frame and in accordance with predetermined priorities and budgets. Basically, the purpose of scheduling is to make sure that all human and financial resources ceded are available for

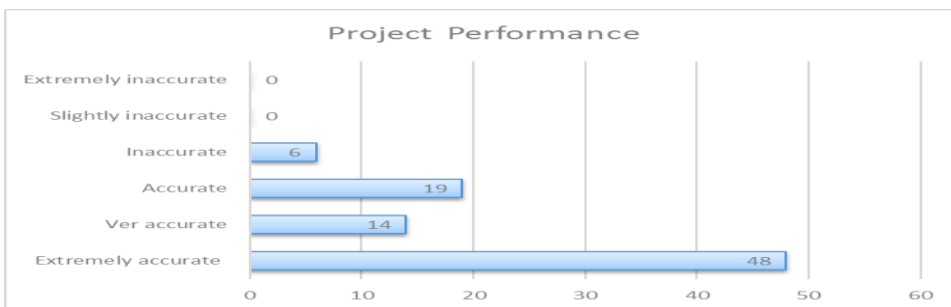
usage at the required time and place. This is important because it serves as a vital element that determines the life-span, durability and suitability of projects (Kister and Hawkins 2006:189).

Figure 39: When you are Measuring Project Performance, What are the Top Three Things that you take into Consideration? Multiple options can be selected



A large number of respondents were of the opinion that quality is the most important element they consider when measuring project performance. It would then mean that the durability, suitability and sustainability of PPP projects are vital. In the same vein, they also believe that consumer satisfaction is important, as end users expectation are expected to be met. Cost implication and delivery time, which is expressed in relation to budget and expected project delivery time are also vital, but respondents are of the standpoint that the quality of the project and the satisfaction to be derived are the most vital elements. Perhaps, this might further be interpreted as respondent's belief in the fact that compromise could be made with project cost and project delivery time but compromise should not be made on quality and consumer satisfaction.

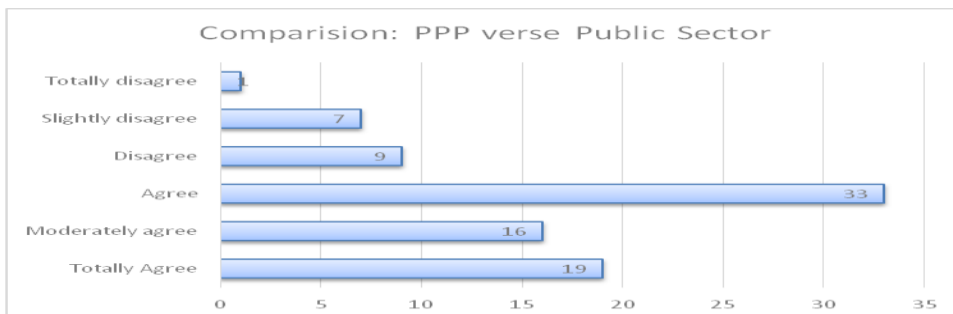
Figure 40: How would you Rate the Maintenance Schedule of the PPP Projects you Participated in?



A total of 81 respondents responded in affirmative. As such, the study suggests that maintenance schedule of the PPP projects are appropriately done. This is important

because, maintenance of project is essential to ensure sustainability of the project. For example; maintenance helps to preserve the value of a project. This is because each project is individual of the other, as such the value attributed to each project differs, and the major way to ensure that a project (most especially a construction project) retains its values by maintaining the project as agreed. This is important because it helps to correct any defect that may arise from wear and tear and most importantly from usage. Also, this ensure to ensure compliance with construction regulations, which are vital in ensuring the durability and usability of a construction project. The above stated are vital, as they can be used to ensure the functionality of construction projects as well as facilitating effective asset management and inventory control and reducing repair cost. This is because further damages that may occur can be prevented in the process of maintenance.

Figure 41: PPP Projects Perform Better Than Public Implemented Projects



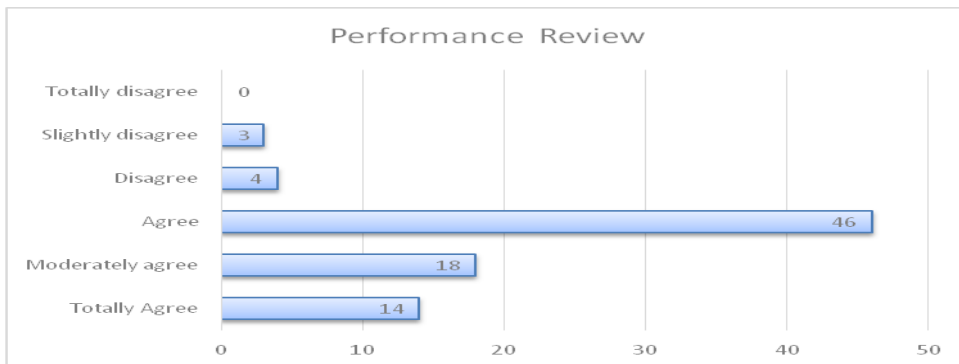
A total of 68 of the respondents also responded in the affirmative to the figure. This section affirms the view shared by a number of quarters who believe that the emergence of PPP is attributed to poor performance of the public sector. Also, findings of the study agreeably can be attributed to the ability of the private sector to easily adapt to change and also embrace innovation. It has been stated that the dilemma of change and innovation is inevitable.

Thus, human societies will never remain the same, and this disregards the perspectives of people, either as they are optimists or pessimists. Thus, change and innovation are unavoidable and such communities should gear-up. This leads to one of the vital strength of private sector participants, as they seem to be the most-resourceful and innovation institutions ever known (Michael and Hadjimichael 2003: 141 cited in Marx

1867). The views expressed by the greater part of the respondents, who were of the standpoint that PPP projects perform better than public implemented projects, can be further used to state that perhaps the general public has lost trust in the competency of the public sector in providing infrastructural development projects.

Also, the success of the private sector can be attributed to one important example of business ethos of private sector participants which is Customer-Service Orientation (CSO). Thus, private business organisations understand the role and importance of ensuring customer satisfaction. This is essential because it gives respective customers some form of feeling of acceptance, value and respect and also ensure that customers get value for their money which in turn stimulates the customers' desires to patronise the organisation (Arnold 2009: 20).

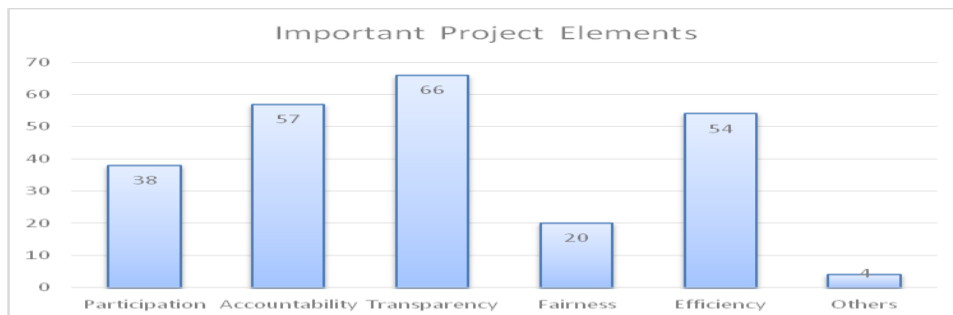
Figure 42: There are Performance Reviews at the End of the Completion of PPP Projects



78 of the total respondents provided affirmative response. It can be stated that performance reviews are vital to every organisation, most especially projects that are implemented under PPP. This is because; it allows the government to extensively understand what has been done. It is important for the government to state categorically their project expectation during preparation and negotiation of PPP project. This is because it is imperative for the private sector participants to know exactly what is expected of their performance. In the same vein, the periodic assessment of the project and overall performance of the project and the capability of the private sector participants needs to focus on, most importantly, the significant aspects of the project.

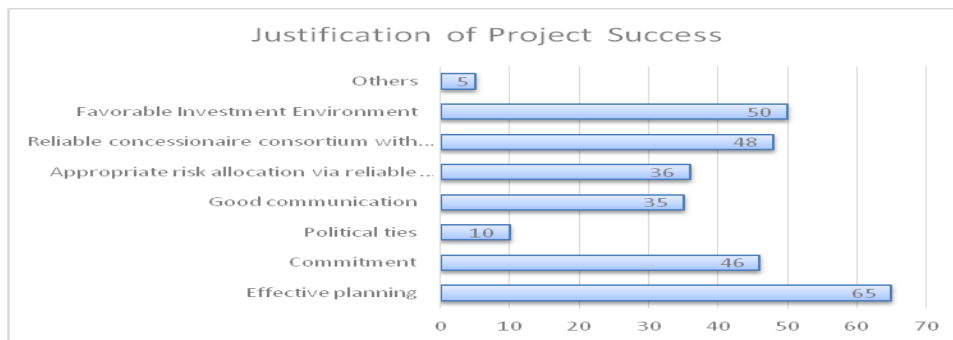
Performance reviews require that discussion of the positive elements of the project performance should be emphasised than that of the negative components. Although, there may be negative element, however governments are required to also acknowledge the positive attributes of the projects. This is because the general assumption on performance review is that no project performance is completely negative. However, governments are also required not to abandon the areas that requires improvement especially in reference to under-performance. Government is required to communicate their grievances directly and appropriately, as this will ensure that project managers understand the significance of the performance situation.

Figure 43: Which of the Following Elements is the Most Important when you Consider the Strength of the Partnership of the PPP Projects? Multiple options can be selected



Transparency was chosen as the most important element, in reference to the strength of the partnership of the PPP project. This was followed by Accountability and then, Efficiency, and later Participation. The views of respondents can be used to further substantiate the need for transparency which was discussed in figure19. Thus, the study suggest that transparency and accountability should be given greater attention. Also, efficiency and participation were not overlooked because they have the propensity to contribute immensely to project success.

Figure 44: In your own Opinion, which of the Following Characteristics do you Think can be used to justify the Success of a Project? Multiple options can be selected



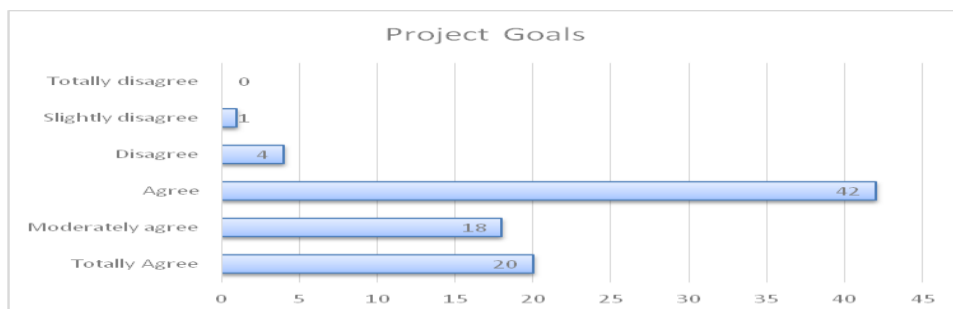
The greatest proportion of respondents were of the opinion that effective planning is the most important characteristic that can be used to justify the success of a project. This affirms the role that effective planning plays in the success of any project. It is because, planning can be used to critically examine the feasibility of an action plan, and effective planning then makes the action plan more realistic. Also, planning is essential as it can be used to forecast both short and long term happenings of business activities (Lientz 2009: 9-10). In the same vein, planning in this regards entails the course of action put in place to facilitate the process of delineating organizational goals, instituting by and large strategies needed to smoothen the progress of attaining the organisational goals as well as the process of creating an all-inclusive cause of action that will comprise, incorporate and coordinate all organizational resources and operations with the view of attaining maximum output (Robbins and Judge 2015: 38 - 39).

Favourable investment environment is stated as the second most important characteristic that can be used to justify the success of a project. This affirms the role that favourable investment environment plays in the success of any project. This is because, it has been stated that favourable regulatory environment is positively related to the factors that enhances the efficiency of markets (Llanto 2008a: 320 and Llanto 2008b). As such, these factors respond positively to project implementation, and thus increase the level of productivity. Also, Environment Impact Assessment (EIA), which is attributed to investment environment helps to mitigate the inter-related socio-economic, socio-cultural and human-health impacts, in both positive and negative stance. As such, it strengthens the possibility of ensuring that investments are protected and are able to operate at optimal level.

Also, a large number of respondents were of the opinion that reliable concessionaire consortium with strong technical strength is also vital. This is important, because the technical know-how of an organisations does go a long way in determining the organisation's capability. Commitment was also stated a being important. This perhaps, goes in-line with the definition of commitment.

Appropriate risk allocation via reliable contractual arrangements, Good communication. Political ties and Other were also being stated by respondents.

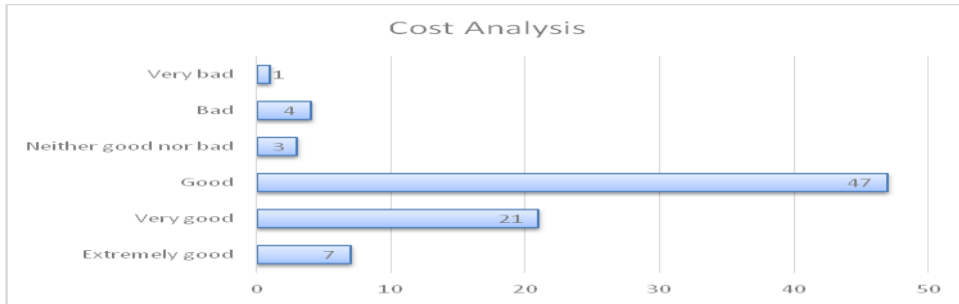
Figure 45: Private Partners are Committed to PPP Projects Goals



42 of the respondents followed by 20 more were of the view that private partners are committed to PPP projects goals. Empirical findings from this study suggests that the involvement of private sector in provision of infrastructural and developmental facilities has increased the optimal/aggregate level of socio-economic, production and environmental services. Hence, it can be stated that private sector participants could only be that productive because of their commitments to PPP project goals.

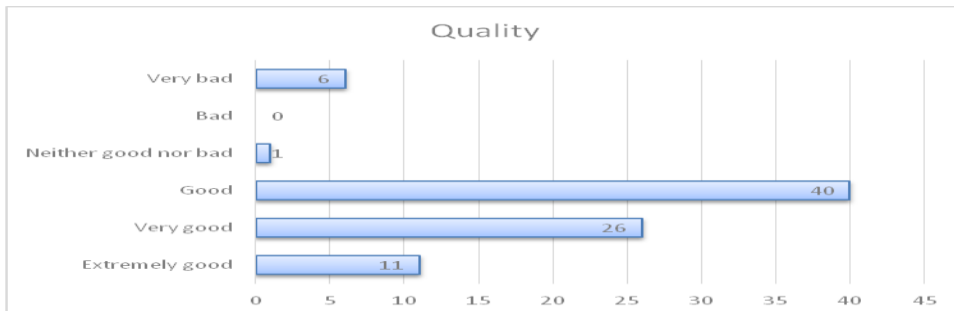
Similarly, PPPs is attributed to prompt delivery of private sector technical know-how, and capabilities to supplement the services that is required and the governments inability to provide at the expected time (Asian Development Bank 2012:63). Thus, conclusion can be reached that private sector participants ensure prompt delivery of private sector technical know-how due to their commitment to PPP projects goals.

Figure 46: How would you Rate the Value of Money Spent on PPP Projects?



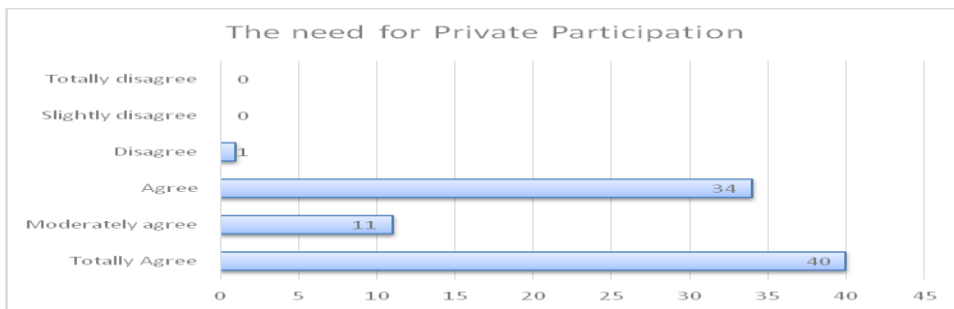
68 of the respondent were of the views that the value of money spent on PPP projects is good. The cost which is been discussed here is the total cost of a project. This can be used to justify purpose and profitability of a project. Findings of this study negates the argument put forward by Solona, when he stated that private sector participants generally anticipate higher financial returns while investing in developing countries. Hence the need to have private enterprise finance, operate and maintain a PPP agreement throughout the life cycle of the project will decrease the project's value for money (2014: 262).

Figure 47: How would you Rate the Quality of Work/Service of PPP Projects?



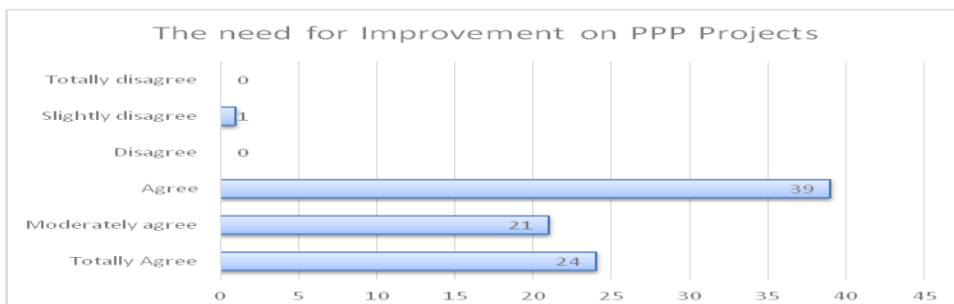
66 of the respondent rated the quality of work/service of PPP projects as good. The shared expression here is that, to a large extent PPP projects are of high quality materials. This, to a large extent also gives insight into the suitability and sustainability of projects implemented under the PPP arrangements. And it further substantiates the claim that indeed private sector technical know-how, and capabilities are outstanding and needed in the provision of infrastructural facilities.

Figure 48: Lagos State Needs Private Participation in the Development of Public Infrastructure in Lagos State?



74 of the respondent share the view that Lagos State needs private participation in the development of public infrastructure in Lagos State. This further supports the notion put forward by Salami (2016) that Nigeria has a huge public infrastructure deficit and that the government is incapable of providing the financial, human and technological resources needed to meet the infrastructural demands that Nigeria is currently faced with. And in-order to meet these demands, private sector funding is required and that for “over thirty years Nigeria is going to invest Three trillion dollars to upgrade and expand infrastructures. This equates to an average annual budget spending of an hundred billion dollars” bearing in mind that the total annual budgetary allocation of all three arms of government in Nigeria does not in any way come close to the estimated amount. Since, the Nigerian government is confronted with the reality that it requires private funding, then the next point of discussion should shift to how to achieve the best from private sector funding of public project.

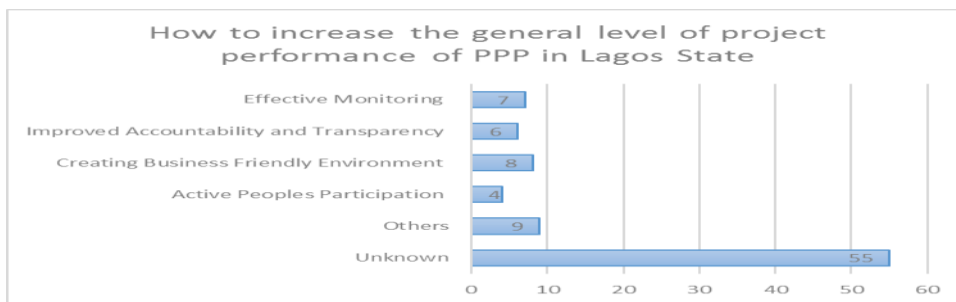
Figure 49: PPP projects Implemented in Lagos State Need Improvement to Ensure Efficient Level of Project Performance



39 agreed that this is need for improvement on PPP projects, 21 moderately agreed while 24 totally agreed. A number of quarters share the point of view that goverment does not perform as well as it is expected to. This is due to the believe that governments

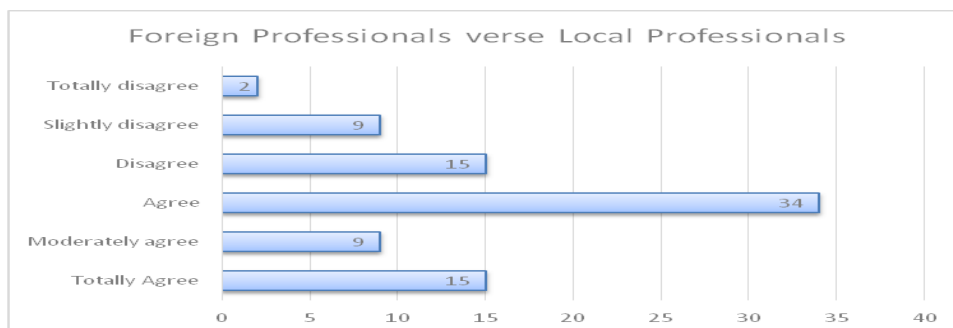
have the required resources at their disposal but they are unable to adequately utilise these resources to the fullest. Although, private sector participants have prove efficient but this study take the stand that more is required in the area of PPP in-order to ensure that projects implemented under PPP agreements are more efficient. This takes the general notion that regardless of how good a project or processes, there is always need for improvement. Hence, performance improvement is needed in PPP projects.

Figure 50: What do you Think can be Done to Increase the General Level of Project Performance in Lagos State?



In noting how to improve PPP projects in Lagos, 6 respondents believed that improved transparency and accountability would increase the level of project performance. 8 agreed that creating a business-friendly environment would help to improve PPP performance. See Appendix 10 for full list of view as given by respondents.

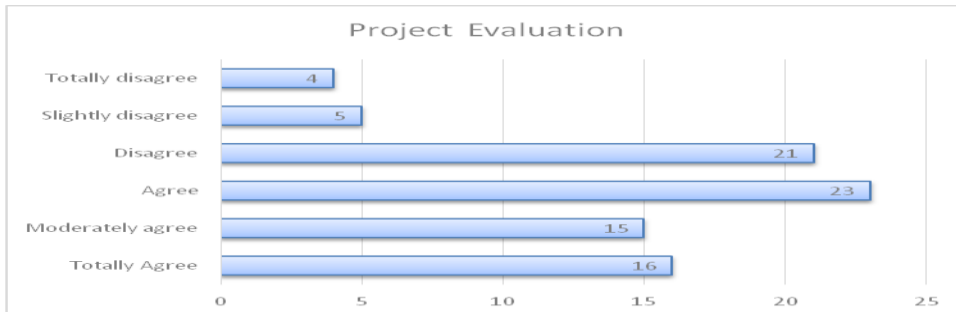
Figure 51: PPP Projects Implemented in Lagos State Require Less Foreign Professionals and More Local Professionals



In response to this research figure, a larger percentage of the respondents were of the standpoint that though foreign expertise is appreciated. However, they were of the stance that road construction does not require much foreign expertise. Rather, what might be needed is the technological capability and once that is available, the manpower

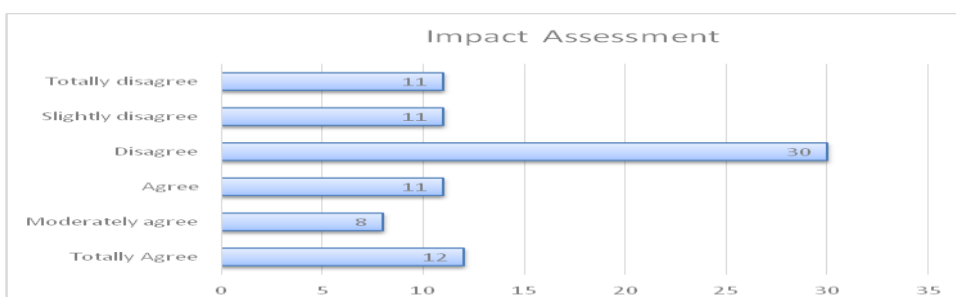
needed can be sourced locally. Perhaps, the respondents echoed the general notion which criticise the idea of bringing foreign manpower to construct Nigeria roads.

Figure 52: Management of PPP Projects should be Independently Overseen by Representatives of Line Ministry



23 of the respondents agree with the figure but a substantial amount (21), disagree with the question. However, since the total number of those who fall within the affirmative view exceed the sum total that fall within the negative view, the empirical data of the study suggest that management of PPP projects should be independently overseen by representatives of the line ministry. However, the study also shares the point of view that in order to ensure adequate checks and balances, members of other ministries should also be included in the management of PPP projects.

Figure 53: In Public-Private-Partnership, an Impact Assessment Schedule should be Carried out by Government Only



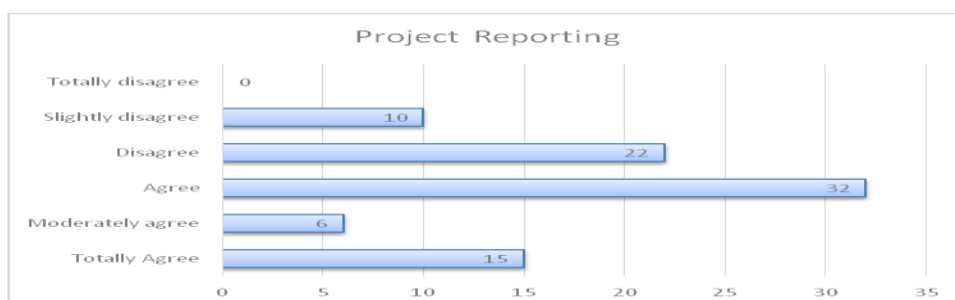
Impact assessment, as regards public projects is required to identify and examine the expected outcomes and existence of any effect that public projects may have on the end user. This can be of positive or negative stance and it can also be unintended or anticipated. In this regards, impact assessment seeks to measure impact within the preview of identifying and evaluating the effect of a project in relation to social-economic and environmental ramifications (David and Sharon 2009).

Impact assessment can be either Environment Impact Assessment (EIA) or Strategic Environment Assessment (SEA). EIA, is basically a process methodology that seeks to evaluate prospective environmental impacts of a proposed project, in view of inter-related socio-economic, socio-cultural and human-health impacts, in both positive and negative stance (Convention on Biological Diversity 2017).

On the other hand, SEA is a formal, methodological and all-inclusive procedure of identifying and assessing the environmental implications of proposed policies or project. This is carried out in order to ensure that prospective environmental implications are included and appropriately attended to at the earliest possible stage of negotiation and decision-making, which should be in relation to with socio-economic, socio-cultural and human-health considerations (Convention on Biological Diversity 2017 cited in Sadler and Verheem (1996).

Environmental Impact Assessment (EIA) entails the procedure of estimating the possible environmental impacts that may affect a project, considering the correlated socio-cultural, socio-economical and human health impacts. These could either be beneficial and or possess an adverse effect (UNU-IAS: 1996-2013). It is believed that in order to have in place adequate mechanism for checks and balance all stakeholders involved in a project must be involved in the process of impact assessment. As such, the government alone cannot be in charge of impact assessment, as this will ensure the objectivity of the assessment.

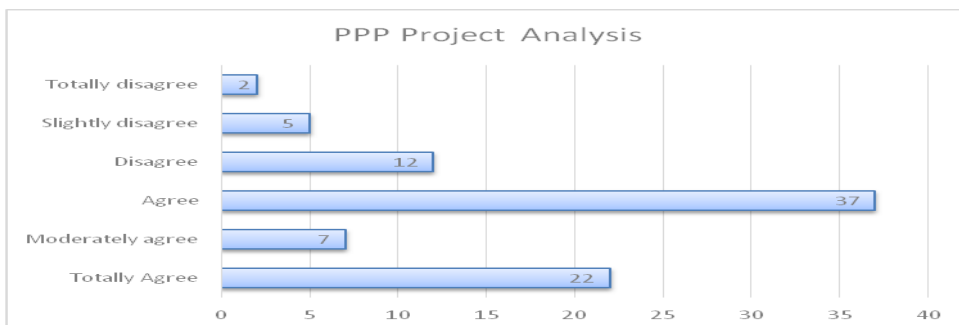
Figure 54: The Reporting and Feedback Mechanism in PPP Projects are less Cumbersome Compared with Public only Oriented Projects



The most part (32) of the respondent are of the views that the reporting and feedback mechanism in PPP projects are less cumbersome compared with public only oriented projects. This makes a total of 53 respondents in one way or the other agree with the notion. Although a substantial amount (32) of the respondent disagreed with the notion, but since this is not up to half of those that agreed the margin is available in favour of those who agreed.

The views expressed by the respondents would be attributed to the bureaucratic nature of the public sector, bearing in mind that bureaucratic power further creates difficulties (Wright, Rouse and Waterman 2004:1 cited in Wilson 1967). This continues to compound the challenges that public sector participants encounter and also to undermine the competencies of the public sector capability and expertise. Perhaps, those who advocate for public sector reform do have vital reasons, and this study is of the opinion that such calls need urgent and attentive audience.

Figure 55: The Government should invest in PPP rather than Solely Executing Capital Intensive Projects



The foremost number of the respondents (37), followed by 22 of the respondents were of the view that Lagos State government should invest in PPP rather than solely executing capital intensive projects, in as much as, this may sound appealing to investor. There seem to be a reinforcement of the notion that PPP is the order of the day. One might wonder if this is borne out of original motive or could be a form of sabotage on the government activities by either people in government. There is collaboration between people in government and private sector participants in order to win the hearts of the people, thereby paving way for more PPP activities.

PPP continues to prove itself as a vital element to infrastructural development. The danger that lies ahead here is the general assumption which is the private sector should play a major role in the provision of infrastructure needed by the economy and this will be detrimental to the commercialization of public assets. This study is of the standpoint that the governments needs to take more responsibility in financing public infrastructures. But, they can collaborate with the private sector participants through PPP to ensure that infrastructural needs are adequately met. The roles and level of participation of private sector participants should not overshadow the roles and responsibilities of the government (Asian Development Bank 2012:61). On the other hand, one might wonder why the option of loans to finance public infrastructures is gradually losing attention and PPP seem to be the preferred.

Figure 56: Which of the Following Elements is the most Important when you Consider the Benefits of Partnership of the PPP Projects? Multiple options can be selected



Structural Development was stated to be the most important elements when considering the benefits of the partnership of the PPP project. This was followed by Business opportunities and Social Development.

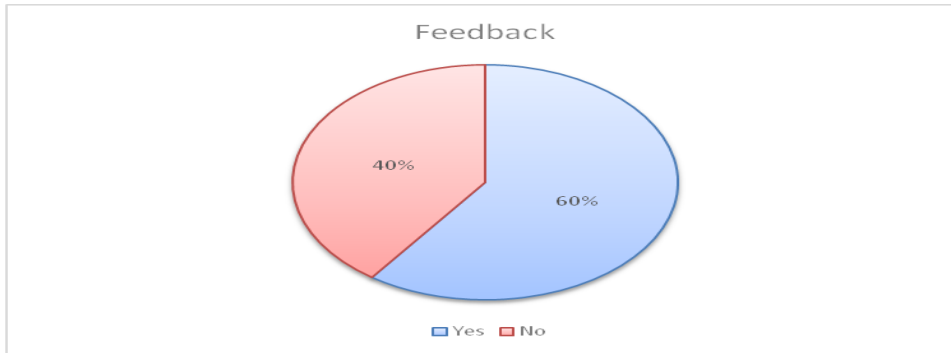
4.5. Fourth Dimension: Comments

The fourth dimension was designed to allow respondents give comments that may be important and may have being omitted in the questionnaires.

Would you Like to add other Comments?

8 respondents had comments and 81 respondents did not have any comment. Full list of the comments can be seen in appendix 11.

Figure 57: Would you Like to Receive the Final Version of this Research?



Although, 51 of the respondents would like to have a final copy of this study. But out of the 51, only 35 included their contact details in the space provided. A total of 54 respondents were not interested in the final copy of the research.

Despite the fact that this research acknowledges the time and effort each and every respondent put forward to filling the questionnaire of this research, it also shows the level of interest that Nigerians have in research. Perhaps, we may conclude that there needs to be a change of orientation towards research. This is stated because of the benefits that is associated with research. This entails innovation, service improvement to mention a few.

Email addresses

A total of 35 respondents stated that they would like to have the final copy of the research. The final copy could be sent to them once it has been graded. The list of email addresses is not included in the appendix due to the need to ensure that respondents' identity is anonymous. However, in order to further ensure transparency of study, the list of email addresses was presented to the research supervisor.

4.6. Summarized Analysis of All Four Dimensions

The data for this study was gathered from stakeholders, workers of research institute, private and public sector organizations in Lagos State. The study was conducted to critically assess the impact that management control mechanism has on project

performance for projects implemented under PPP arrangements in Lagos State. A total of ten public institutions, eleven private construction companies, two stakeholders who are members of The Nigerian Society of Engineers (Lagos Chapter) and one respondent who works with a research institute in Lagos were researched upon. Research data was gathered through the use of a cross-sectional survey. In the data analysis, the techniques of descriptive statistics and statistical mean were used to extract the results. This study comprises of four dimensions: (i) the first dimension is a breakdown of the background information of respondents, their involvement in PPP projects and capital intensive projects that were solely executed and implemented by Lagos State government. (ii) The second dimension provides information on the respondents past work experience (iii) The third dimension provides information PPP project management in Lagos State, Nigeria (iv) The fourth dimension relates to comments from respondents.

5. CONCLUSION

The unavailability of adequate research paper/work on the relationship between management control mechanism and project performance on projects implemented through PPP agreement in Lagos necessitated the need for this examination. This study was carried out to examine how public and private sector have been able to manage the PPP process. The study, also examined the impact of management control on project performance within the studied entity. The transportation industry was chosen as the pivot reasoning jurisdiction because a hand full of PPP projects have been carried out within the sector, and a number of deliberations have occurred within the public domain regarding PPP and the facilitation of the process.

The study was of the opinion that there is a need to critically examine if projects implemented under PPP arrangement in Lagos adheres to management principles and if PPP entails value for money. There was also the need to examine the risk that can be associated with PPP, and the hurdles it may encounter bearing in mind the similarities that exist between Lagos and many African states and the idiosyncrasies that exist between the case study specimen and the world at large.

PPP is seen as the collective effort of both private and public sector. The most important element in the joint effort is the use of private funds to facilitate the provision of public infrastructures, services and facilities in Lagos State, Nigeria. This was necessitated for due to the existence of infrastructural deficit in Lagos State. And governments' inability to ensure public infrastructures and facilities were readily available as a result of to lack of funds, necessitated the need to use private funds through PPP. A sixteen year time-frame (2000 -2016) was the consideration period of the case study was Lagos State in Nigeria. This period was selected because of the enormous amount of PPP projects executed during this time frame.

The study aimed to explore the possibility of creating an avenue for discussion on management control mechanism as it relates to project performance. It was done because effective management such as the five management functions

namely “planning organising, commanding, coordinating and controlling (which has been compacted) to four (namely); planning, organising, leading and controlling” (Robbins and Judge 2015: 38), are vital in determining the success of project implementation. Thus, the importance of management control mechanism cannot be negated when project performance and successful project implementation is being discussed.

It is believed that project success criteria represent the most significant attributes and objectives, needed to ensure successful implementation of projects (Lester 2013: 37). In this regards, project management control mechanism seeks to ensure that success criteria, such as attaining the specific quality requirements and expected performance, as agreed in the memorandum of understanding is achieved. Also, it ensures implementation of the project is completed as stated in the terms of agreement and that project contractors make certain that the cost of every project is within agreed budget (Lester 2013: 37). Nevertheless, there are further criteria that in a number of industries are similarly or even more vital. For example, in the transportation sector sustainability and reliability which is defined in long-term performance is crucial. In the same vein, safety and service delivery are vital attributes in the health sector (Lester 2013: 37).

This study also suggests that effective management strategies which are one of the main characteristics of good management are required to ensure proper implementation of projects. Empirical findings also suggest that one of the founding principles of the private sector is effective management strategies. This shows the relationship between private sector and new public management because effective management strategies are attributes of new public management. This is a vital tool used by the private sector to ensure that its projects are implemented with adequate and accurate technical know-how.

Empirical findings from this study suggest that the involvement of private sector in the provision of infrastructural and developmental facilities has increased the optimal level of socio-economic, production and environmental services. Hence, it can be stated that PPP has the power to facilitate the process of stimulating a country’s economic and financial resources. Consequently order available funds and resources are channeled to

other pivotal needs, ensuring that government action plans and the needs/wants of the people are met on time. Similarly, PPPs can provide the private sector with technical knowhow, and capabilities to supplement the required services the government is unable to provide at the expected time (Asian Development Bank 2012:63). It can be stated that PPP creates bases for the justification of shift from the traditional public administration perspective to new public management. This is because, attributes of new public management, like accountability, transparency, emphasis on output control, emphasis on employee and project performance, lesser bureaucracy and hierarchy have proved to be effective in the implemented of public activities.

Findings provided by empirical data suggest that indeed, PPP projects implemented in Lagos were based on management principles. And this is credited to the expertise of the private sector, most important new public management. Similarly, findings suggest that private sector participants who are involve in PPP projects in Lagos have been able to effectively manage their relationship with public sector participants. However, the study propose further research into the relationship between private and public sector participants to identify if there are cases of conflict of interest.

Based on the empirical findings analysed in chapter four of the study (4.3 Third Dimension: PPP Project Management In Lagos State, Nigeria), the study concludes that management control mechanism enhanced project performance of PPP projects implemented in Lagos State and this is credited to private sector expertise and largely to doctrines of new public management.

In-addition, empirical findings suggest that the level of application of management control mechanism to PPP arrangements implemented in Lagos State, Nigeria from 2000 – 2016 is high and productive. Perhaps, this could be attributable to the enormous project implemented under PPP in Lagos. Similarly, empirical findings suggest that the impact rate of elements of management control on the performance of projects implemented under PPP arrangement in Lagos State, Nigeria from 2000 – 2016 is exceeding high, functional and productive. This could be said to have inference suitability of PPP projects in Lagos State.

To this end, the study concludes based of its findings that PPP projects are accurately managed in Lagos State. This to a large extent is credited to the effective application of management control mechanism on PPP projects in Lagos State.

5.2. Future Research Directions

This study omitted a vital area that is important to the research, which is providing readers with detailed information about an overview of Nigerian management style. This is important because that it has the possibility to further enlighten audience about how things are done in Nigeria. Since Nigeria comprises of a diverse range of ethnic groups, it is hard to give a short overview of the Nigeria management style as this will not represent the holistic management styles of the ethnic groups that make up Nigeria. This is stated because; each ethnic group in Nigeria has its own unique way of doing things. Although, there are similarities, because ethnic groups in Nigeria are divided into three sub-groups, even at that, this study is of the stance that such discussion represents a research on its own. Thus bringing it into this research will be a deviation from the focus of research. As such, the study proposes further research on the Nigerian management style with reference to the different tribes in Nigeria.

This study also propose further research on examine projects implemented through direct loans and PPP, with the view to understand if one is better to the other. And to identify if projects implemented under one perform better than the other. This study also proposes further research on assessing if failure of government in providing the needed public infrastructures is a deliberate attempt. If the failure of government is a deliberate attempt, then the question will be who should be held responsible and how governments can be held accountable for their failure.

Conclusively, the study proposes a public management summit between Lagos and Vaasa, in order to explore areas of mutual needs and benefits which could be facilitated through PPP arrangements. Also, the summit can explore new public management as it could be of importance to Lagos. The study shares the opinion that University of Vaasa can build on various research that has being carried out by its students on Nigeria as

bases of areas of interest for the summit. The study believe that the timing is right, because Lagos celebrates it golden jubilee this years and sure instances could be used to propose the creation of a twin city between Lagos and Vaasa. This could be done to catalyst or partnership between educational, health, research and private institutions in Vaasa with their counterparts in Lagos.

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[theses/abstract/3576/Transforming+Public+Enterprise+Organisational+Culture+in+Developing+Countries+for+Improved+Performance%3A+A+Study+of+Nigerian+National+Petroleum+Corporation+%28NNPC%29+and+Shell+Petroleum+Development+Company+%28SPDC%29](http://www.tritonia.fi/en/e-theses/abstract/3576/Transforming+Public+Enterprise+Organisational+Culture+in+Developing+Countries+for+Improved+Performance%3A+A+Study+of+Nigerian+National+Petroleum+Corporation+%28NNPC%29+and+Shell+Petroleum+Development+Company+%28SPDC%29)

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APPENDICES

APPENDIX 1. Recruitment Scandals in Nigeria's Public Service Sector

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APPENDIX 2. Research Questionnaire

First Dimension: Profile of Respondents:

Respondent's Background Information

Name of Organization (optional) _____

Position _____

Number of Years in Present Job _____

Age 20 – 25 26 – 30 31 – 35 36 – 40 41 – 45 46 – 50 51 – 55 56 – 60 61 – 65 Above 65

Gender Male Female

Level of Education

Ordinary National Diploma Higher National Diploma Bachelor Masters PhD Others

Second Dimension: Respondents past Work Experience:

Respondent's Past Work Experience

Have you been involved in any capital intensive project implemented in Lagos State that was solely executed by the government?

Yes No

Have you been involved (as a representative of an organization) in any project that was implemented through Public-Private Partnership in Lagos State?

Yes No

If yes, what was your role in the project? _____

What was the primary reason for using PPP arrangement for Implementing the project?

Third Dimension: PPP Project Management In Lagos State, Nigeria:

The general public (the people) are actively involved in deciding which project will be implemented under PPP arrangement

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

PPP projects have increased the infrastructural development of Lagos State

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

PPP projects are more viable options in the provision of social amenities and infrastructures than government-funded projects?

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

Lagos State needs private participation in the provision of public infrastructure, considering the level of internal regenerated revenue and other incomes that Lagos State receives?

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

PPP projects have negative impact on public debts?

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

PPP projects have positive impacts on public debts?

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

PPP projects can condone corrupt practices?

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

How high is the level of transparency in PPP projects?

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

In your opinion what can be done to improve the level of transparency in PPP projects?

The Lagos State Government has effective governance mechanism to ensure effective implementation of PPP projects?

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

Has there been any major road construction project solely funded by the government in Lagos State in the past 20 years?

Yes No

Kindly state the ones you know

The regulatory environment and general business atmosphere in Lagos State is favorable for PPP

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

The PPP projects were effectively implemented according to plans

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

Do you agree that the materials used for the PPP project constructions meet the required impact assessment standard?

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

Do you agree that there is an effective system put in place to ensure that the project implementation processes meet service delivery standard (e.g. Health and Safety standard)

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

There is monitoring and evaluation mechanism in place to access PPP project implementation?

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

Political issues are properly handled between government and their private partners in PPP projects?

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

Private partners receive adequate support from the government to ensure effective control of project implementation?

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

Lack of effective control can lead to overspending on the PPP project

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

Project management teams in PPP projects manage resources to ensure effective project implementation

Extremely well Very well Somehow well Not so well Not at all well

How are the problems managed between various stakeholders in PPP projects?

Extremely well Very well Somehow well Not so well Not at all well

When is a project complete? _____

How are the project management teams communicating with the projects field officers?

Extremely well Very well Somehow well Not so well Not at all well

Effective project management control influences the project's success

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

What can be done to improve the current project management technique in PPP?

There is an effective system of maintenance put in place to ensure that the PPP project is properly maintained after completion

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

When you are measuring project performance, what are the top three things that you take into consideration? Multiple options can be selected

Consumer satisfaction Budget Quality Time Others

How would you rate the maintenance schedule of the PPP projects you participated in?

Extremely accurate Very accurate Accurate Inaccurate Slightly inaccurate Totally inaccurate

PPP projects perform better than public implemented projects

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

There are performance reviews at the end of the completion of PPP projects

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

Which of the following elements is the most important when you consider the strength of the partnership of the PPP project? Multiple options can be selected

- Participation
- Accountability
- Transparency
- Fairness
- Efficiency
- Others

Management of PPP projects should be independently overseen by representatives of line ministry

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

In Public-Private-Partnership, an impact assessment schedule should be carried out by government only

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

The reporting and feedback mechanism in PPP projects are less cumbersome compared with public only oriented projects

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

The government should invest in PPP rather than solely executing capital intensive projects

Totally agree Moderately agree Agree Disagree Slightly agree Totally disagree

Which of the following elements is the most important when you consider the benefits of the partnership of the PPP project? Multiple options can be selected

Employment Social Development Internal Revenue Business opportunities Structural advancement
 Others

Fourth Dimension: Comments:

Would you like to add other comments? _____

Would you like to receive the final version of this research?

Yes No

Email addresses

APPENDIX 3. Cover Letter



20.9.2016

Faculty of Philosophy
Public Management Unit

**REQUEST FOR COOPERATION WITH A QUESTIONNAIRE FOR MASTER'S THESIS OF
ADEKUNLE RAIMI-LAWAL**

Dear Respondent

Adekunle Raimi-Lawal is a student of our Intercultural Studies in Communication and Administration (ICS)-program at University of Vaasa, Finland. Within ICS-program his major study is Public Management. Adekunle is currently writing a master's thesis with the title "Assessing the Impact of Management Control Mechanism on Project Performance in Public Private Partnership (PPP): A Case Study of Lagos State, Nigeria". I am his thesis instructor. Theoretical part of the study is almost completed, and he has to proceed to empirical analysis. For that purpose he is collecting data with a questionnaire, in which he needs Your cooperation. I sincerely hope that You could use some of Your valuable time for that.

Cordially Yours,

A handwritten signature in blue ink, appearing to read "Esa Hyyryläinen".

Esa Hyyryläinen
Professor of Public Management

APPENDIX 4: Respondents Role in Project

Financial Role (3)

Accountant
Budget Monitoring
Project Finance Officer

Project Supervisory Role (6)

Supervisory
Supervisor
Supervisory Role
Supervising
Supervise the project
Supervision of road construction under PPP project

Project implementation (8)

Officer
Officer
Public Relations Officer
Assistant Project Admin Officer
Member of the Committee
Member of the Secretariat
Project Personnel
Recruitment of Personnel For the Project

Project Analyst (12)

Quality Control
Quality Control
Project Manager
Project Analyst
Project Analyst
In project planning
I was a member of the planning committee
Controlling
Assessment of the project
Advocacy and Monitoring officer.
I was in charge of ensuring compliance Monitoring Project Officer (monitoring and evaluation)

Other (6)

Government representative
Represent the interest of government
Team Lead, Research
Policy analysis
As a researcher of PPP in infrastructure Design, Material and Finance
Volunteer
Conceptualization Negotiation to financial close and Project Pole out ICT
Representative
Monitoring of Government Revenue

APPENDIX 5: Primary Reason for Using PPP Arrangement for implementing the Project

Cost Implication & Cost Effective (10)

To reduce financial burden on the government
 To provide a project that has not been paid for
 To reduce government investment in the state project
 To augment government and attain style of implementation
 Cost reduction
 Cause government alone could not effectively implement the project
 Government did not have the money to implement the project
 To provide service when money is not available
 Funds

Quality & Assurance (7)

For wider coverage of the services and to reduce govt investment in capital project
 To bring private funds on the table and to leverage on private sector management style
 Cost Optimization Policy Decision: Financial Strategy with Internal Generated
 Revenue, Debt Issuance Program and Multilateral Financing
 The primary reason was to use private sector fund to drive the provision of
 infrastructure in the area of conversion of `waste to wealth`
 To reduce the infrastructural deficit of the State while generating revenue for the State

Policy Direction: Feasibility of PPP/Exploring PPP (17)

Effective Utilization of Resources
 For Efficiency and Effectively
 For better execution of the project
 For effective implementation and maintenance
 To take full advantage of the private party expertise as well as its funds
 The research was to conduct the impact of World Bank Project grant on the quality of public
 secondary education in Lagos State.
 For effective and efficiently managed the linkage between the stakeholder and the target
 population, we partner with the state government for logistics in data collection.
 To ensure that good energy policy document is published.
 To test the effectiveness of PPP as a medium to finance/provide public infrastructure.
 To ensure that the need of the large populace in the state is met. And to make use the project is
 successful and also benefit from it. Waste management in Lagos State
 Public Private Involvements Jointly Owned
 Public Private Involvements Jointly Owned
 To integrate PPP in executing projects
 To introduce optional ways of doing things into LASG ways of doing things
 Fill the missing gap in terms of advance technology provided by the partner
 To get Private Sector Organizations involved and boost employment opportunities through
 hiring of skilled personnel

Others (5)

Pattern and Structuring

Providing Infrastructure for Slum Communities

The Lagos State Government wanted to create an enabling environment for equal opportunity for all in a competitive environment

To fast track its implementation for the overall interest of the people of the state

Sustainability

Unknown (50)

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APPENDIX 6. How to Improve the Level of Transparency of PPP Projects

Active Peoples and Stakeholders Participation (13)

More Stakeholder involvement

General public need to be carried along Public need to be educated in this regards and carried along to contribute or make a choice

The public should be more involved and they should also be involved in the negotiation process. In that regards, the cost must be publicly known

The involvement of public is pertinent both in the project planning and negotiation phases

Carryout interactive session with people in the community in-order to know the needed project to be done Carrying all stakeholders along

Town Hall Meeting to inform the public on Process of Work done

Ensure the public participate more in PPP process

Involving the immediate committee members of the specific local government area

Stakeholders meetings to be scheduled accordingly

All stakeholders should be involved at every stage of the project

Holding stakeholders forum to carry them along

Commitment of all stakeholders in the project.

Transparency and Accountability (20)

The government should encourage open book policy

There should be more project audit and the people should be more involved

Selection Process Must be Fair

An Independent Auditor Should be Appointed to Audit the Project Amount spent

Budget for the Projects convey of traditional and Social Media

Every stakeholder must be accountable

Ensure that information about the project is in the public domain from the beginning of the project Periodic Public Reporting of Statement of Accounts

Putting more information on the internet

Information should be made available to the public

Public Information of PPP Projects should be easily accessible by the Public

Make terms, condition and amount of money involved public

Stating projects and budgets for the public before implementation

Transparency of the contract/agreement between the parties

The transparency level can be improved through more effective monitoring and enforcement in the PPP projects.

There should be open bidding for project through publication in Newspaper Mileage of Project

A higher degree of disclosure of company ownership and possible conflict of interest is important.

Lack of openness affected the performance of the Lekki-Epe road concession. As resident of the area resisted because of issues that borders on LCC ownership.

More Transparency

And no public funds should be expended on it either in execution or repayment of the project

Others (25)

Change mindset and open minded

Integrity of staff awarding the contract and the integrity of the public

Dealing with private firms that have good track record

The overall benefit must be identified before embarking on any project under PPP

Holding meetings with sub-contractors to carry them along with latest development

The integrity of the people also matters

Supervision of fee project from inception to completion is also key

By allowing the public to bid for a job and have a say in the execution of the contract while government serves as the umpire

Improve capacity of handling PPP first

The Government should get involved in the supervision of the project

Advocacy

To improve the community where the project is being sited in the project Performance should be measured to commensurate with funding The constituents i.e the community should be allowed to evaluate the project from user perspective

Involvement of Stakeholders from Project Conception Stage

Proper Selection of members and project efficiency inspection of project

Effective Supervision of through MDAs

Involvement of independent consultants can help to ensure or improve the transparency level of PPP projects

Management Control Mechanism

Effective legislation

Third party evaluation of project cost and monitoring Proper Monitoring Experts

Involvement

PPP projects should be built by private sector and transfer to Govt on Build Operate and Transfer. Proactively outline the process to be used to procure the projects

When the bidding is made competitive

Continue to get public and private involved in a project for better impact assessment.

Monitoring and Control Mechanism

It can also work through BOT process (Build Operate and Transfer) Exoneration of Public Fund, to be solely funded by Private Sector

Unknown (33)

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I do not know

I do not know

APPENDIX 7. List of Roads Funded by The Government in The Past 20 Years

Ajah Brigde, Abule Egba Bridge, 114 Roads in the 57 Local Government, Lasu Iyana Iba road, Okota Link Bridge. Festac Link Bridge, Isolo Road, Nurudeen Olowo Popo Avenue, Iganda Road
 Ago palace way, okota Ibeshe road, Ikorodu
 Ikorodu-Mile 12 extension, Abule-Egba to Ipaja so many
 Ikorodu road from Stadium S/L
 Ajah - Ado Road, Ajah Road, Ikorodu road, Badore road
 Owode
 Epe
 Owode
 Construction of Mile 12 road down to Ikorodu town
 Dualization of the Ikorodu - Ketu road by the Military Administration led by Colonel Buda Maruwa
 Construction of Pedestrian bridges (Berger etc)
 Dualization of LASU-IBA Expressway
 LASU - Isheri Expressway Idimu - Ejigbo Road Igbo Elerin Dual Carriage way in IBA
 LCDA Wempo Road in Ogba, Ikeja LGA
 Idimu-Ejigbo Road
 Ikorodu road
 Ikorodu road
 Ikorodu Road Epe
 Ipaja ayobo Lagos and Abule-Egba Lagos
 Ipaja-Ayobo Road Abule Egba Road
 Isheri-Lasu Road, Igbo Elerin Road, Sibiri-Ajangbadi, Olomo popo Road in Ikeja, Mile 12-Ikorodu Road etc
 Most inner streets in the various local government areas
 LCC, LTC
 Command\Ipaja Road Ekor Road Lawanson Road
 Lagos-Badagry Expressway Construction and Rehabilitation of
 LASU-IBA ROAD
 LASU-IBA ROAD Olowopopo Road, Lawanson Road
 Lawson-Ojuelegba Road Isheri-LASU Road Ajangbadi Road Olowopopo Road
 Lekki-Ikoyi Toll Bridge Isheri-Ijegun Road
 Itire-Lawason Road, Cele Okota bridge
 Isolo Jakande Estate to Ijegun -Isheri
 Lagos Central Business District Road, Island Obafemi Awolowo Road, Ikeja Itire Road, Ojuelegba, Surulere
 Obafemi Awolowo Way Ikorodu Road and some in other places too numerous to mention
 The hundred and forty one (141) roads constructed with state funds
 Oshodi\Apapa Road Ikorodu Road
 Western Avenue
 Lekki-Epe Road Ijegun Imore Amumo Ojo Apapa Road Ikorodu Road Alaba\Cemetery Road Eric Moore\Bode Thomas
 Ikorodu Road Apapa\Oshodi Road Lekki-Epe Road etc

N/A

N/A I do not know

Appendix 8: When a Project Complete

After commissioning (8)

When the public can use it after it has been commissioned

After the project has been commissioned

When it is commissioned and ready for use

When the project can be commissioned for use

When all deliverables are delivered and commissioned

After commissioning

It is complete when commissioned

When it is commissioned for use

When it is ready for usage (20)

Finished project

Completed

When it is finished

When it is finished

When the project can be used by the public

When it is available for use by the public

When it is delivered to the end users

When the people start using it when it is motorable

When it is assessable to the general public

When it is available for public use

After it goes into operation

When it is motoring

When it is full gear

When the public can use the project

When it is accomplished

When it is available for use

The project is complete when it is ready to use by the masses

When it is being handed over for public use

When the End-User starts making use of it properly

When the project is functioning well, achieving what it is meant for

When the Public-Private and End-user agreed that it is complete.

When certificate of Satisfactory is issued (5)

When the project is satisfied by the Implementing Agency of Government and Commission for use of the General Public

When it has been completely executed, inspected and certified good or well executed

When all the requirements are totally completed /implemented with a satisfactory report from a consultant different from the contractor

A project is complete when it has been certified by the project evaluation team to have been satisfactorily executed according to the terms of reference

When certificate of completion has been issued and terms and conditions have been complied with

At Handover stage (16)

A project is complete when it has achieved all its objectives.

A project is considered to be complete when it completely delivers what was promised on paper and results are being seen

A project is complete when it is handed over to the public for use

At the handing over stage

This is when a project has been effectively executed and handing over done to appropriate user

When completed and handed over to Government

A project is considered complete when the project has been handed over to the government

When the project is handled over to the project client

After a proper handing over to the contractor and certificate by the appropriate authority

When we deliver what was requested

When project is finally executed

When the project is finally executed

The project is complete with all deliverable in place

When it is delivered as specific and timely

When all deliverable of the government have been met

When the contractual terms has been fully completed

Others (9)

Certified okay by the Government, and in case of roads probably after 3 months when commissioned

When it has been decommissioned after the expiring of its use

Six month after completion on regular usage

A project is complete when it serve the purpose for which it is implemented and have the ultimate impact

When it has achieved the purpose for which it was meant/created and it seen effective and efficient

When all deliverable as spelt out have been achieved.

When the end-user are satisfied with the outcome of project deliverable

When the project is achieving the objective for which it was carried out

All the Parameters and Indicators on a project are met in a Timely Manner

Unknown (27)

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APPENDIX 9. How to Improve the Current Project Management Techniques in PPP

Consistency (14)

Improve Capacity and Exposure to similar projects in other environment
 Government should ensure proper monitoring
 Monitoring that is voided of bribery and corruption ie no selfish interest
 Improved monitoring with the milestone report
 More monitoring
 Effective supervision
 Effective monitoring
 Effective Monitoring by Regulators
 Proper Monitoring and Evaluation
 Effective monitoring and Evaluation
 Better monitoring
 Effective Supervision
 Efficient and Effective Monitoring
 Continuous Training and Monitoring

Empowerment (13)

Putting more information on the internet
 Ensure all parties are carried along
 Involvement of all Stakeholders
 Copy the best practice from other countries
 Constant Monitoring Effective correcting as at when due Engagement of Competent hands
 Management Control Mechanism
 Better understanding of what PPP entails by some project team.
 Better management of expectation.
 Project management techniques can be improved through considering the socio-cultural environment where projects are to be executed.
 Checks and balance control should be put in place
 Improved supervision and proper project management cycle
 The State Treasury Office and The Ministry of Economic Planning & Budget should be actively involved in Project Monitoring
 Make sure the right people manage the project

Messaging (2)

Effective Communication among project team and collaboration among team members
 Proactive team work and good communication skill among stakeholders

Fairness (7)

Provision of funds at at the time of need.
 Prompt release of funds
 Transparency of Decision Making Process
 Adequate exposure
 Ensure accountability and transparency

Effective and Judiciously allocation of fund
 Commitment and sincerity

Others (2)

Better management of the road after completion
 It depends on the project

Unknown (21)

N\A

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APPENDIX 10. How to Increase the General Level of Project Performance of PPP in Lagos State

Effective Monitoring (7)

More effective monitoring to ensure that quality standard of the project is not compromised.

Effective project monitoring

More monitoring during project execution

Proper monitoring by the line ministry

Monitoring and Commitment

Effective Monitoring Proper Planning,

Monitoring and Evaluation

Improved Accountability and Transparency (6)

Improve the transparency level of PPP projects

Provision of adequate funds for the project.

Ensure accountability and transparency

Proper accountability and responsibility of PPP projects funds

Transparency in the Utilization of Resources and

Adequate planning and budget

Creating Business Friendly Environment (8)

Creating an enabling and conducive environment for project implementation

Provision of conducive environment for PPP involvement Effective management control mechanism

Government needs to create enabling environment

Improve the investment environment

Commitment and improvement

Encouragement of private firms

Get more private participation.

More Investors to come into place

Active Peoples Participation (4)

Effective Communication

Putting more information on the internet

Stakeholders participation from the planning stage

Individuals to participate fully

Other (9)

Proper Project Management

Ensuring that projects are given to qualified and reliable companies (private companies)

Training and retraining

Again it has to do with training and exposure

Involvement of independent consultants can help to ensure or

Proper maintenance

The Government and the Partners should draw up Effective Project Plan and Agreement (MOU) and follow the same to the latter.

Proper Education on the Implementation of PPP and Good take-off Agreement.

Companies should do more SCR... Social Corporate Responsibility.

Unknown (55)

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APPENDIX 11. Comments

Comments (8)

PPP is a win win situation from both Government and Private, because of the opportunity involved to both parties

PPP should be encourage, however Government should not just place emphasis on revenue

generation but providing several development for the citizens

I also have other educational qualifications but they do not fall within those listed.

In the Question: How high is the level of transparency in PPP projects? Answer is: Fairly High.

PPP is a veritable tool to social and structural development

In the question: How high is the level of transparency in PPP projects? My answer is Very High

There will be infrastructural gap if the government alone embark on infrastructural development funds needs to be invested from other sector

PPP implementation depends on efficiency gain, if there is efficiency gain then PPP can be considerable

Unknown (81)

N/A

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N/A

N/A

N/A

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