©University of Cape Coast https://ir.ucc.edu.gh/xmlui

UNIVERSITY OF CAPE COAST

IMPLEMENTATION OF PUBLIC PRIVATE PARTNERSHIPS PROJECTS IN GHANA: A SURVEY OF PUBLIC PRIVATE PARTNERSHIPS BASED IN CAPE COAST

ENOCH YAW ASANTE

2022

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

UNIVERSITY OF CAPE COAST

IMPLEMENTATION OF PUBLIC PRIVATE PARTNERSHIPS PROJECTS IN GHANA: A SURVEY OF PUBLIC PRIVATE PARTNERSHIPS BASED IN CAPE COAST

BY

ENOCH YAW ASANTE

Dissertation submitted to the Department of Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfillment of the requirements for the award of Master of Business Administration degree in Management

AUGUST 2022

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

DECLARATION

Candidate Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's signature……. Date……

Name: Enoch Yaw Asante

Supervisor Declaration

I hereby declare that preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Supervisor's Signature……. Date……

Dr. Nicodemus Osei Owusu

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

ABSTRACT

The aim of this study was to establish the determinants of private sector participation in the implementation of public private partnerships projects in Ghana focusing such partnerships that exist in Cape Coast. The study sought to draw evidence from 68 employees from the study area. The study quantitative in nature and adopted a self-administered questionnaire as the main research instrument. The results from the survey were analysed with the help of the Statistical Package for the Social Sciences (SPSS v26.0) such as the Pearson correlation coefficient and regression analysis. The collected research data was analysed using descriptive and inferential statistics. The study found that private sector participation in public-private partnerships in Cape Coast are greatly affected by the huge capital outlay, risk and risk management as well as timeliness in government funds and that delay in systems, length of project cycle greatly influences private sector participation in public-private partnerships in Cape Coast. The study concluded that funding had the greatest influence on private sector participation in PPPs followed by government policies then technological requirements then project period while had the ease of doing business then least effect on the private sector participation in PPPs. The study recommends that management should ensure that Contracting Authorities are adequately funded to undertake relevant studies for effective implementation of PPPs, that government should promote the transparency in the different phases of Public-Private-Partnership projects through a legislative action and combat corruption and that government should also foster the private participation in Public-Private-Partnership projects.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

KEYWORDS

Ease of Doing Business

Partnership

Private Sector Participation

Project Funding

Project Period

Technological Requirements

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to my supervisor, Dr. Nicodemus Osei Owusu of the Department of Management, for his professional guidance, advice, encouragement and the goodwill with which he guided this work. I am also grateful to Mr. Samuel Opoku for his generous contribution to make this work better. Finally, I wish to thank my family and friends for their support.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

DEDICATION

To my family

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

TABLE OF CONTENTS

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

LIST OF TABLES

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

LIST OF FIGURES

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

CHAPTER ONE

INTRODUCTION

Introduction

According to Ng'ang'a (2018), Public Private Partnership benefits include the inclusion of private sector resources and expertise, the facilitation of project life cycle optimization, a more customer-oriented service, and the development of new business prospects. Higher financial and transaction expenses, an unfavorable public view of tolls, and a complicated contractual framework are the most significant downsides. This chapter presents the overview of the study which includes the background to the study, statement of the problem, the purpose of the study, objectives of the study, hypotheses of the study, significance of the study, delimitation of the study, and organisation of the study.

Background to the Study

Collaborations between public institutions (government agencies) and private sector firms are known as public-private partnerships (PPPs). Contractual agreements between a public agency or public-sector authority and a private-sector entity that allow for greater private participation in the delivery of public services or the development of an environment that improves the general public's quality of life are known as public-private partnerships (PPPs) (Parlak & Hashi, 2021). In such cooperation, the private sector implements projects or delivers services that would otherwise be supplied by government agencies. These agreements give a fresh method to acquire major public infrastructure projects, especially for governments that are short on funds. Further, these partnerships are vital for solving complex societal issues such as poverty, crime, and economic growth which cannot

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

be controlled by a single institution and hence require collaborations across numerous organizations (Arimoro, 2018; Lagle, 2019).

A public-private partnership is a relationship in which public and private resources are combined to achieve a set of goals that benefit both the private organization and the public. A public-private partnership (PPP) is a mechanism for attaining specific public-sector goals and objectives. Such collaborations have immense potential, and they are anticipated by local communities, mandated by donors and financiers, and believed by policymakers to be the most effective means of solving social challenges (Tariq & Zhang, 2020; Koschmann, Kuhn & Pfarrer, 2012). These collaborations, according to Hodge and Greve (2013), are an internationally popular option for governments to supply public infrastructure. These are frequently long-term partnerships in which governments and public organizations work to serve the demands of their populations. They are employed by the government as an alternate source of funding (Anbil, Carlson & Styczynski, 2021; Balyuk, Prabhala & Puri, 2020; Koimett, 2013).

In developing nations, private sector engagement is related to a larger notion that government bureaucracies are inefficient and unresponsive, and that market procedures would boost efficiency and produce cost-effective, high-quality services (Yurdakul, Kamaşak & Öztürk, 2022). Another opinion on this issue is that, thanks of its increasing inability on both fronts, the public sector must refocus its double role of funding and delivering services. Partnerships allow the public and commercial sectors to engage in novel ways to fund and supply health care services (Ferreira & Marques, 2021; Koimett, 2013).

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Like many other developing nations, the Government of Ghana (GoG) has also exhibited tremendous interest in the PPP idea (Osei-Kyei & Chan, 2018). Basically, PPP is defined within the Ghanaian context as "a contractual arrangement between a public entity and a private sector party with clear agreement on shared objectives for the provision of public infrastructure and services traditionally provided by the public sector" (Osei-Kyei & Chan, 2018). Partnership has a lot of promise in Ghana when it comes to providing efficient and effective high-quality health care. It assures that both the public and private sectors' potentials are utilised.

Public-private partnerships (PPPs) are gaining hold in Ghana as a way of financing projects, boosting efficiency and output, and cutting unemployment. People's passion for PPPs originates from the following benefits: PPPs are thought to boost service quality and project sustainability while cutting costs, risks, and the time it takes to finish a project. In compared to the public sector, it is also thought that the private sector delivers projects on time and on budget more frequently (Kwofie, Aigbavboa & Thwala, 2019). The potential of PPPs to spread the costs of substantial investments across the asset's lifetime is viewed as a beneficial advantage for the public sector as it reduces public debt (Owusu-Manu, Edwards, Kukah, Parn, El-Gohary & Hosseini, 2018; Meidute & Paliulis, 2011). As a result, PPPs are regarded to deliver higher value for money. It is against this that, the researcher aimed to study the effect of the factors of the implementation of PPPs projects.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Statement of the Problem

Many countries are suffering unprecedented fiscal challenges and are unable to provide the resources necessary to create and maintain infrastructure. In light of this, most states and Metropolitan governments are turning to the private sector for aid with major infrastructure design, funding, building, maintenance, and operation (Casady, Eriksson, Levitt & Scott, 2020). Despite their attraction, though, these connections are complicated and dangerous. They are frequently perceived to produce limited results; they involve members with differing goals and approaches; they are prone to gridlock and fragmentation; they frequently fail to achieve their intended goals; and they occasionally appear to exacerbate the problems they are attempting to solve (Ivanov, Zavyalova & Ryazantsev, 2019).

Ghana is interested in PPPs for a variety of reasons, including increased citizen demand for high-quality, affordable services; economic growth and job creation; leveraging the private sector's efficiency in running public services; driving the creation of a local long-term funding market; reducing the government's sovereign borrowings and associated risks; and providing a new source of investment capital for needed infrastructure projects (Osei-Kyei & Chan, 2021; Osei-Kyei, Chan, Yu, Chen & Dansoh, 2019). However, because to the variance in the interests and techniques of the many parties, these collaborations generally fail to meet their planned purposes.

The government retains ownership and regulatory control of projects conducted under such partnerships, as well as defining the level to which the private sector is involved. Because there are so many crucial elements to examine before

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

establishing a contract, such as economic, social, political, legal, and administrative, public-private partnerships have considerable limits. Projects may not be practicable for a variety of reasons, including political, legal, and economic feasibility; the private sector may be hesitant to engage in a project owing to possible high risks or a lack of technical or financial capacity to carry it out. A PPP project is more costly unless increased expenses (for instance owing to higher transaction and finance costs) can be off-set via efficiency improvements.

PPPs in Ghana have a comparable challenge in that they are still a growing idea that must be adjusted to the particular aspects of different businesses (Owusu-Manu, Adjei, Sackey, Edwards & Hosseini, 2020). Furthermore, although the government regards the private sector as a source of extra capital to offset budgetary shortages, the private sector is doubtful of the government's commitment and desire to avoid unproductive, ineffective, or ill-advised policies that distort the market. Furthermore, the recently constituted Public-Private Partnerships Act demands the government to coordinate these activities, but the government's competence to do so is also in dispute. Osei-Kyei et al. (2019) identified some crucial elements of Ghana's PPP. It is a contractual arrangement between a contracting authority (public organization) and commercial consortia. The contracting authorities are generally the metropolitan, Metropolitan, and district assemblies (MMDAs), and ministries, departments, and agencies (MDAs). It is worth emphasizing that the private partner might potentially be either a non-profit or profit-oriented consortium as well.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Apparently, since the PPP model officially became operationalized in 2011, just one PPP project, the US$115m Seawater Desalination Plant Project at Nungua, is in operation. There are several physical public projects which are now at the preparatory phases and have yet to go through the full procurement stage (Osei-Kyei & Chan 2021). As a matter of fact, the speed of PPP implementation in Ghana has been very slow, and greater efforts from key players like the government, commercial investors, civil society groups, and academia are necessary. In this light, the researcher wanted to address a research vacuum by researching the determinants of private sector engagement in the execution of public-private partnerships projects in Ghana, with an emphasis in Cape Coast.

Purpose of the study

The purpose of this study was to examine the determinants of private sector participation in public private partnerships in Ghana: focusing on public-private partnerships based in Cape Coast.

Research Objectives

1. To determine the influence of project funding on private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana.
2. To assess the influence of technological requirements on private sector participation in public-private partnerships in Ghana.
3. To find out the influence of ease of doing business on private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

4. To determine the influence of project period on private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana.

Research Questions

1. What is the influence of project funding on private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana?
2. How does technological requirement influence private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana?
3. To what level does ease of doing business influence private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana?
4. What is the influence of project period on private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana?

Significance of the Study

This study's results could be important in a variety of ways: First, in terms of theoretical usefulness, it is expected that the conclusions of this study would supply policymakers with additional knowledge. The outcomes of this study may be valuable to the treasury in assessing the success of public-private cooperation efforts. The findings of the study may be leveraged by the government, especially policymakers, planners, and program implementers, to design policies and

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

strategies for effective public-private partnerships and other projects. It could assist policymakers find out the best approaches for creating successful public-private partnerships.

The report also highlights probable impediments to public-private partnerships, allowing the private sector an early chance to overcome these hurdles and succeed in partnering with the government on projects. It is also expected that the conclusions of this study would be valuable to important stakeholders in the development efforts, since information on public-private partnership projects is vital. The study's empirical findings could be beneficial to a number of stakeholders in cape coast. The conclusions of this study may highlight to crucial areas where public-private partnerships need reform, modification, or incentives to conclude projects effectively.

It is also envisaged that the outcomes of this study may be beneficial to future academics and researchers as it may operate as a source of reference alongside identifying topics for additional investigation. With this knowledge may assist changes as well as leverage the collective muscle of developers to tap into government initiatives.

Delimitation of the Study

The goal of this research was to determine the factors that influence private sector engagement in the implementation of public-private partnerships in Ghana. In Cape Coast, a survey of public-private partnerships was conducted. The impact of project finance, technology needs, ease of doing business, project duration, and

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

government regulations on private sector participation in the implementation of public-private partnerships projects in Cape Coast, Ghana was investigated.

Limitations of the Study

The researcher expected to run across situations when respondents were not completely honest and provided what they thought the researcher wanted to hear rather than the actual circumstance. Due to their hectic schedules, top-level government officials are expected to be difficult to reach, according to the report. To address the issue of respondents' honesty, the researcher assures respondents of their anonymity and confidentiality, as well as reassuring them that their input will only be utilized for the purposes of the study. The researcher dealt with the issue by bringing an introduction letter from the university, which guaranteed them that the information they provided was kept private and utilized solely for academic purposes. On the difficulties imposed by accessing top level Government officials, the researcher attempted to reach them via electronic means, for instance the use of emails.

Definition of Terms

Ease of doing business- An index created by the World Bank, where higher rankings indicate better, usually simpler regulations for businesses and stronger protections of property rights.

Government policies: The set of government rules and regulations to control or stimulate the aggregate indicators of an economy frames the macroeconomic policy.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Project funding: is a series of activities for estimating, allocating, and controlling costs within the project. It allows determining and approving budget for the project and controlling spending

Project period: duration that is carefully planned to achieve the goals of the project. Planned set of interrelated tasks to be executed over a fixed period and within certain cost and other limitations

Public private partnership (PPP): This a collaboration of the government and private sector in the project where private partners bring its skills, capital and commercial innovation into the provision of the services the government is responsible for.

Technological requirements: pertains to the technical aspects that your system must fulfill, such as performance-related issues, reliability issues, and availability issues.

Organisation of the Study

This study was organized into five chapters. Chapter one, which was the introductory chapter, presents a background to the study, statement of the problem, objectives of the study, the research questions, significance, limitations, delimitations and definition of key terms of the study as well as organization of the study. Chapter two contains the review of relevant literature; both theoretical and empirical literature that underpins the implementation of PPPs projects in cape coast. Chapter three presented the methodological framework and techniques employed in conducting the study. Chapter four analyses the data and discusses the results and main findings with reference to the literature. The final chapter presents the summary, conclusions and recommendations of the study.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter serves as the basis for the development of the study. The purpose of this chapter was to review the relevant literature health policy in the health sector. In general, the review of the literature on the subject matter indicates that the area to be covered on health policy is extensive and as such a more careful search was therefore needed. In the light of this, this chapter therefore dealt with the theoretical review which served as the theoretical foundation of the study, the empirical review, the conceptual review and the empirical framework which put the study into context.

Theories Underpinning the Study

A theoretical framework is a collection of interrelated ideas or a general set of assumptions based on theories or a reasoned set of prepositions, which are derived from and are supported by data or evidence and accounts for or explains phenomena (Nord, Koohang & Paliszkiewicz, 2019). The study will be grounded on the agency theory and the resource dependence theory. These two theories were selected because they provide the link between health policies and its concepts and its outcomes on the health industry.

The Agency Theory

The agency theory is a management strategy in which one person or entity (the agent) acts on behalf of another person or entity (the principal) to further the principal's purposes and agenda (Laffont & Mattiford, 2002). As a consequence,

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

the agent promotes both the principals' and his own interests in the organization. Because the agent is in charge of the organization's huge resources, a balance of these interests should be fused in order to get at the organization's corporate objectives through the agent. This agency theory, according to Laffont and Mattiford (2002), is particularly relevant in management since the agent's activities impact several other parties.

As a result, the role of the agent in strategic creation and the larger strategic management process cannot be emphasized. According to the agency theory, there should be appropriate synergy between management and its stakeholders in order to accomplish a common objective (Vitolla, Raimo & Rubino, 2020). Various authors, however, have challenged the Agency notion. The theory is disputed by Laffont and Mattifford (2002) and Rahmawati and Indonesia (2018), as it only covers the interaction between a principle and his or her agent, allowing for dishonesty and theft of funds by the agents. This is a great instance of the moral hazard difficulties that are typical in principal-agent complexes. He backs this up by noting that these were some of the moral obligations that were breached at the Enron Corporation in the United States, resulting in the owners losing billions of dollars. Other stakeholders were considered as outsiders as the agents were focused on their own interests.

This issue is reiterated by Goebel (2019), who utilized research to demonstrate that middle managers are prone to modifying tactics during implementation procedures owing to their own self-interest. This approach is important in assessing how the ease of doing business effects private sector

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

engagement in the study. According to the agency theory, there should be appropriate synergy between management and its stakeholders in order to achieve a common aim.

The Resource Dependence Theory

According to the resource dependence theory (RDT), no business or body can obtain the resources and capabilities needed to prosper without engaging with businesses and individuals beyond its borders (Pfeffer & Salancik, 1978). (Pfeffer & Salancik, 1978). The RDT gives insight on inter-organizational connections and how they are established to aid lessen risk (Hillman, Withers & Collins, 2009). (Hillman, Withers & Collins, 2009). However, Hillman et al (2009) point out that such interactions only absorb a percentage of the hazards that organizations experience in the workplace.

According to the RDT, an entity's resources are the most essential aspects of its success (Tokudo, 2005). (Tokudo, 2005). According to Barney (1991), the term "resources" refers to all assets, capabilities, organizational processes, firm qualities, information, knowledge, and other assets within a business's control that enable it to devise and implement strategies to increase its efficiency and effectiveness (Barney, 1991). (Barney, 1991). Tokudo says that even if two businesses have equal resources, they will operate differently owing to variances in abilities. He defines capabilities as a company's capacity to transform its assets into completed items.

The idea is pertinent to the study of technology needs and how they impact private sector participation in the realization of public-private partnerships projects.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

The idea of resources comprises all assets, capabilities, organizational processes, firm qualities, information, and knowledge that are owned by a business and enable it to think of and implement plans that increase its efficiency and effectiveness.

Conceptual Review

Private Sector Participation in the Implementation of Public Private Partnerships Projects

A public-private partnership (PPP) is a system in which the government and one or more private sector enterprises combine to fund and administer a service or project. The purpose of public-private partnerships is to promote government-led projects that attract commercial investment in buildings and services, give superior value for money, and shift main risk and project management to the private sector. PPPs are becoming increasingly significant in bridging the gap between demand and infrastructure expenditure. These collaborations leverage private financing and expertise to build large-scale infrastructure changes (Jean-Quartier, Rey Mazón, Lovrić & Stryeck, 2022). PPPs, when correctly managed, not only provide much-needed new sources of funding, but also bring considerable discipline to project selection, construction, and administration.

According to Jean-Quartier et al. (2022), developing and sustaining PPPs is a complex process. For starters, governments must adjust their approach from delivering services to perceiving these collaborations as a commodity that they must create, advertise, and sell to potential private-sector partners. At the same time, both the public and private sectors must overcome hurdles provided by an inherent conflict between their goals: the public sector aims to lower total or overall

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

economic expenditures while providing high-quality service, whereas the private sector seeks to maximize profits. In order to convince the private sector to invest in infrastructure, the government must first establish its political will through a policy framework. The success of the PPP will be judged by the availability of an effective policy framework. All parties participating in infrastructure supply will be able to grasp the process owing to the clear policy framework (Feng, Wang, Li, Wu & Xiong, 2018).

When a service is not delivered, the demand is enormous, and the government can no longer offer it, a crisis can occur in private sector participation in the implementation of public private partnerships projects. Also, when there is long-term planning, led by a clear awareness of and respect for the needs of varied actors, and when there is a powerful individual, known as a "champion," who pushes for change, it may make a major influence. PPPs originate as a result of the incapacity of public and private players to solve their specific requirements on their own. Private-public partnerships (PPPs) are a well-established technique of providing infrastructure and services that states lack the resources or capabilities to provide on their own. In these circumstances, partnerships are frequently formed in the form of build–operate–transfer (BOT) or comparable schemes, which allow firms to develop infrastructure and economically manage it until it is transferred to state control (Anopchenko, Gorbaneva, Lazareva, Murzin & Ougolnitsky, 2019; Witters, Marom & Steinert, 2012).

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Contracting (signing a contract with a private party to design and build a public facility that is financed and owned by the public sector) and Design-Build-Finance-Operate (DBFO), which is a contract with a private sector contractor to design, build, and operate a public facility for a set period of time, after which the facility is handed back to the public sector and remains in public ownership throughout the contract. However, the scope of public–private partnerships has expanded significantly in recent years as a result of the diversification of actors who collaborate with foreign investors, as well as the growing use of partnerships to allow local participation in environmental and development policies in general. Such new approaches to partnerships may occur with sub-state actors such as Metropolitan and citizen groups, and may be designed to allow greater participation of all non-state actors in shaping development policy, rather than simply seeking to provide badly needed infrastructure at the lowest cost to the state (Zhao, Su & Li, 2018).

Motivations for Adopting PPP in Ghana

Generally, governments internationally have diverse reasons for embracing the PPP model for infrastructure development, and the variances in reasons generally arise between developing and developed nations (Cheung et al. 2009; Osei- Kyei et al. 2014). It is always crucial for practitioners to understand the motives for PPP adoption in a host country as this will enable them to set performance targets which fulfill the demands of the community and national policy. Essentially, the Ghanaian government has its own primary motivations for embracing the PPP idea. The four fundamental reasons for PPP in Ghana are that

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

PPP encourages the speedy delivery of public infrastructure projects; it decreases government financial burden; and lastly, it allows for shared risks (Osei-Kyei et al. 2014).

Promotes the timely delivery of public infrastructure: In Ghana, public projects obtained under the traditional bid-build system are typically delayed owing to numerous factors including the lack of public finances, bad planning, and design variances. In this sense, the PPP concept is viewed as the alternative to offer the timely execution of public projects. Because PPP contract combines the design and construction of projects, there are less deviations during construction compared to the traditional technique. Further, private investors also need to recuperate their investment fast; hence, they make sure that the public infrastructure is completed within the set term or perhaps early. Scoring political points is therefore another reason for employing the PPP idea to assure the speedy delivery of public facilities. Always, incumbent administrations try to improve infrastructure in the fastest feasible period to gain electoral advantage over their opponent in the following general election.

As a result of this, the PPP is commonly employed as the mechanism to attain this aim. A noteworthy example was observed on the Ghana National Housing Project (GNHP) which was launched in 2009. This project was a partnership between STX Engineering and Building Ghana Ltd. and the GoG for the construction of 200,000 housing units across the 10 regions of Ghana. Though the project was unsuccessful since it was not built, the government sought to employ the PPP model to accomplish its commitment to eliminate the housing gap

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

within the shortest feasible period. Essentially, the completion of the project would have given a great political credit to the administration in the upcoming election. Reduces government budgetary burden: The World Bank has calculated that roughly USD 1.5 billion is necessary per year to bridge the infrastructure financing gap in the next decade in Ghana; consequently, it has become vital for the government to seek more funds for public projects.

The PPP idea is consequently considered as the creative strategy to make use of private funding in public infrastructure delivery. Aside from the massive financing shortfall, the Ghana Road Fund, Ghana Education Trust Fund, and other infrastructure funds are in major deficit, and as a result, many local contractors are often not paid on time under the conventional bid-build procedure. This has led up with numerous abandoned public projects mainly highways and public schools.

More crucially, many local contractors are in bankruptcy and even some have been liquidated. Considering this, the PPP is the greatest alternative for the government to deliver the essential infrastructure in Ghana particularly in metropolitan areas. Allows for shared risk: Generally, risk sharing is a major component of PPP agreements and as the general rule of thumb goes “risks must be distributed to the party with stronger mitigation techniques” (Ke et al. 2010). Unlike, the traditional bid-build approach, where majority of project risks are maintained by the public client, with PPP, the private partner rather keeps big component of project risks.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

This consequently minimizes the public sector's administrative expenditures incurred in obtaining public facilities. The GoG has really made it plain that public departments/agencies shall not engage in any PPP deal which does not transfer considerable amount of risks including financial risks to the private partner (MOFEP 2011). This is reasonable since during the last years, contracting agencies in Ghana have failed to appropriately manage risks including financial risks given to them in conventionally purchased projects. As a result, many public buildings are in poor situations or are abandoned.

Strategizing PPP Projects in Ghana: The Best Practices

Strategizing and acquiring PPP in the suitable method are required to assure the policy development. Moreover, it increases the investment environment of the host nation and also delivers greater social advantages. There are important parts and duties that need to the done in Ghana in order to promote the PPP idea and provide value for money. Some of the important best practices include transparency and competitiveness, favorable legislative environment, suitable project identification, capacity building, comprehensive stakeholder participation, and appropriate risk distribution.

Transparency and competition: Transparency and competition are vital to strengthen the general public's confidence in public authorities and, more significantly, in PPP arrangements. Contracting authorities have to make contract information publicly available. In real fact, authorities may do this without exposing essential contract data to the broader public. In addition, competition is very\ssential to provide value for money. Proposed projects ought to be promoted

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

and allow investors to bid under a competitive atmosphere. Essentially, when there is competition, contracting agencies are always in a superior bargaining position. Moreover, there will be choices to pick from. In instances, where unwanted strategy is taken, the proposed project has to still go through a competitive tendering procedure without breaching the intellectual property rights of the investor. Importantly, multiple competitive processes might be employed, and they include bonus point system, Swiss challenge, and best and final offer. Under no scenario can unsolicited bids be immediately negotiated because historical experiences reveal that they are not of value.

Favorable legal framework: PPP legislation and policy frameworks are crucial to manage the implementation process. Currently, there is inadequate legal foundation for PPP practice in Ghana. Ghana has just a national policy guide; however, the document does not contain many information as to how the implementation process works. More basically, the document does not explicitly establish the processes for processing unsolicited offers, which are the commonly chosen strategy for PPP implementation by the government. The government has to scale up its efforts toward PPP by establishing a PPP law. Moreover, there should be more rules which further describe the implementation design of PPP in Ghana. In addition, new policy guidelines should be produced to offer the method and technique of adopting PPP at the local and central government levels. This is because PPP implementation at various levels is highly different; hence, the methodologies and management at these levels will be different.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Right project identification: The right public facility has to be identified and acquired utilizing the PPP model. Right project identification simply involves the selection of public infrastructure with good technical, social, and economic reasons for PPP. In reality, most of prior PPP projects undertaken in Ghana have been on the basis of "campaign promises" but not from a well-structured infrastructure plan. Although Ghana has infrastructure and development goals, PPP projects are frequently not discovered from them, and thus does not allow the idea to flourish successfully. Incumbent administrations normally pick and implement projects based on their promises made during political campaigns; consequently, in scenario when they are unable to finish the transaction, the project is abandoned by the next government or creates distress.

Notwithstanding, because PPP initiatives are not recognized from a structured strategy, they end up not addressing the essential demands of the community in the long run. It is thus vital that a comprehensive national infrastructure plan which combines the views of all political parties and stakeholders will be produced so that the projects with acceptable demands will be selected and procured through PPP. It should also be highlighted that the strategy needs to be properly executed irrespective of the political party in government.

Capacity building: Enhancing the abilities of local practitioners (both public officials and local investors) is vital for the expansion of PPP in Ghana. Many local practitioners notably public workers have very little notion and understanding in the administration of PPP projects. More importantly, engaging in competitive negotiation is frequently a struggle. In this context, seminars and short courses on

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

PPP negotiations and general implementation strategy should be frequently provided for practitioners. In addition, PPP should be incorporated part of the university curriculum so that emerging practitioners or graduates would be equipped before entering the work market. International exposure is also vital; hence, international tours and exchange programs should be established to expose local practitioners to the international best practices of PPP.

Extensive stakeholder engagement: External stakeholders play vital role in the effective execution of PPP projects. Essentially, stakeholders like as civil society groups, local commuters, and trade unions should be included right from the outset of the project. Local practitioners should really avoid from involving external stakeholders at the later stage of the project development since it frustrates the general public and promotes the unfavorable public impression on PPP transactions. Varied projects may have different techniques of involving external stakeholders, but typically "community meetings" should be employed for PPP initiatives begun at the local government level. At the central government level, press conference is the perfect technique to engage the general public. This is because both print and internet media are strong tools to communicate concerns to the broader audience. It should be underlined that at the local government level, involving local chiefs is a good means of getting the local commuters on board. This is because traditional leaders are highly well regarded and hence they may play key role in engaging the communities.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Appropriate risk allocation: Proper risk identification and allocation cannot be ignored when practitioners wish to accomplish success (Osei-Kyei & Chan 2017). Risks have to be appropriately recognized and allocated to the best party. Essentially, contracting authorities should neither retain excessive risks nor transfer too many risks to investors. In fact risk sharing has to be balanced. It should not be perceived as a manner of favoring one side as this might result to conflict at a later point. Past project experiences can be leveraged to create a thorough risk registry. Also, contracting authorities should guarantee that the risk registry is routinely updated for certain industries.

Government Policies and Participation in the Implementation of Public Private Partnerships Projects

Governments can assure the success of PPPs, according to Farquharson, Torres, Yescombe, and Encinas (2011), by employing a rigorous framework. The time and effort spent building legislative, legal, and regulatory frameworks is the cornerstone of a successful PPP. Furthermore, a thorough PPP process map should be established, including quality assurance and approval processes. The government should also draw on the wisdom of those who have already handled the PPP process. The best practices for the public sector apply to every stage of the formation and implementation of a PPP, from project selection and design to developing a regulatory structure and transaction process to overseeing the concessionaire (the private company with temporary ownership and operation of the asset) throughout the process project's life cycle. Furthermore, public-sector leaders must take concrete steps to create an environment conducive to the success

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

of PPP projects, such as securing the necessary project-management expertise within the government and implementing policies that support a thriving industry of engineering and construction firms, as well as other private-sector partners such as financiers (Airoldi, Chua, Gerbert, Justus & Rilo, 2013).

Any member in a partnership requires a uniform set of rules and regulations to utilize as a reference point. Ghana has a national set of laws, regulations, and administrative processes that restrict the use of PPPs by local governments (PPP Act, 2020). The aforementioned laws and other regulations made by the federal government have a considerable influence on local government operations. These Acts must be localized in local governments' bylaws and standing orders. Any member in a partnership requires a uniform set of rules and regulations to utilize as a reference point.

Nations with budget deficits are more likely to seek PPP projects, and these nations are more likely to rely on support and have substantial foreign debt (Mondal & Maitra, 2022). As a result, policy is a vital step in offering confidence to investors and providing clarity in the expansion of PPPs. In order to bridge the gaps and remove any overlaps, conflicts, and obstacles in the existing legislative framework, a Public Private Partnerships Act will be created in accordance with this policy. The Act's fundamental purpose is to make it simpler for the private sector to support the creation, development, operation, and maintenance of public infrastructure or development projects through concessions or contractual agreements. In addition, based on best practices, the Act would specify a set of general principles and norms for PPPs. These principles and rules will be expected

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

of all public organizations, assuring a high level of uniformity in approach across sectors (PPP Act, 2020).

Empirical Review

Project Funding and Private Sector and Participation in the Implementation of Public Private Partnerships Projects

The direct and indirect expenditures of carrying out the project's operations are both included in project finance. If each project activity is scheduled for the length that results in the lowest direct cost (normal duration), the time to accomplish the total project may be overly prolonged, with severe penalties associated with late project completion. On the other side, a private sector participant in the execution of public-private partnerships projects may elect to conclude the activity in the shortest length of time conceivable, known as crash duration, but at the largest potential cost. As a result, planners undertake a time-cost trade-off analysis to decrease project length. Thus, planners do what is termed time cost trade-off analysis to shorten the project length. This can be done by choosing particular tasks on the critical route to decrease their length (Koimett, 2013).

Generally, governments that have infrastructure shortages but limited internal and external resources would pick a public-private partnership (PPP) approach (Reside & Mendoza 2010). According to Sharma (2012), governments with financial limits, such as significant deficits and a heavy debt burden, are more motivated to adopt PPPs to speed up the funding of public infrastructure in their country. As the banking sector redefines its risk appetite and implements structural alterations in anticipation of statutory obligations such as Basel III and national-

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

level regulations, bank debt financing remains below pre-crisis levels. Private money fundamentally supports governments in avoiding debt when it comes to funding the building of public infrastructure. Similarly, it was claimed that governments do not have to expend their money to invest in infrastructure because such duty may be given to the private sector (Bhattacharya, Romani & Stern, 2012).

The quantity of cash allocated to a project has an influence on private sector participation in the development of public-private partnerships initiatives. Governments have typically been the major source of funding for infrastructure projects such as road development. One of the aspects partly responsible for the deficiencies in the road network has been recognized as a reduction in the allocation of financing across consecutive plan eras in terms of percentage of the overall plan expenditure (Tchorly, 2020). Following the accomplishment of contractually defined construction milestones, these allocations are transferred to individual concession trusts and cash payable to the concessionaires. If the concessionaire fails to satisfy minimum road condition and operational performance standards, the payments may be lowered. This technique incentivizes adherence to construction, operation, and maintenance objectives.

Other variables noted by Waruhia and Yusuf (n.d.) that impact private sector participation in the implementation of public-private partnerships projects include project time and cost overrun. Design alterations, low labor productivity, and poor planning were recognized as the primary reasons of delays in their study. Inflationary rises in material costs, poor material estimating, and project complexity were among the other significant causes of cost overrun identified and rated

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

according to their perceived importance. Furthermore, feasibility evaluations usually underestimate the project's as-built capital costs. They also stated that as-built capital costs are on average 14 percent greater than the bankable feasibility study's predictions. They reasoned that this bias in capital cost estimating is purposeful and caused by scarcity of project finance and the necessity by the project sponsors to exaggerate the project economics in a bid to get financing (Ng'ang'a, 2018; Stella, 2015).

In many regions of the developing world, private sector participation in the implementation of public-private partnerships projects is determined by the amount of money set aside to finance infrastructure, which contributes the most to widening the infrastructure financing gap (Gündoğdu, 2019; Reside & Mendoza 2010). In order to stimulate infrastructure supply in the developing world, new sources of equity and debt funding must be brought to the mix. It comprises merging conventional instruments with cutting-edge tools like MDB guarantees to decrease risks, slash sovereign borrowing costs, prolong tenors, and strengthen market and project environments. Public-private partnerships (PPPs) are one of the many tempting strategies on this menu for tackling the challenge of squeezing infrastructure financing (Hodson, Evans & Schliwa, 2018; Chartri, 2012).

As a result of the devaluation of the local currency, numerous governments, such as Indonesia, have defaulted on the guarantees offered to project funders. During the crisis, it was also revealed that some projects had been financed on the basis of doubtful viability, and that many of the projects had suffered as a result of the economic recession. As infrastructure projects stalled in the aftermath of the

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

crisis, growing risk perception resulted in a severe delay in the flow of capital to these nations for infrastructure projects (Song & Zhou, 2020). With foreign capital flows drying up, numerous governments have become more reliant on local markets and commercial banks to source infrastructure credit. The infrastructure sector in nations with a high level of banking system liquidity has been able to weather the storm, as domestic commercial banks have begun to take the lead in infrastructure financing. The fundamental reason for this reliance on the banking system is that other funding options in these areas are still undeveloped (Tshombe, Molokwane, Nduhura & Nuwagaba, 2020; Woldemariam, 2019; Meidute & Paliulis, 2011).

Technological Requirement and Participation in the Implementation of Public Private Partnerships Projects

The adoption of new technologies by the private sector in the implementation of public-private partnerships projects is enormously exciting for a project, especially if the technology allows the customer to do things that would otherwise be impossible. The project manager and the user, on the other hand, must be wary of the pitfalls of applying technology that hasn't survived the test of time. Avoiding the temptation to employ technologies whose success is in doubt is always a smart idea. Alternatively, even if the technology has demonstrated to be beneficial, contractors and clients must ensure that employees who interact with it have sufficient experience (Kwofie, Aigbavboa & Thwala, 2019).

Otherwise, if in doubt, it is vital to test the technology until one is satisfied that it is operating properly. There's also the obligation to gain the appropriate talents to work on and develop the technology. Many buildings have lately

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

collapsed owing to the employment of technologies that are either not well understood or for which the employees working with the technologies are not appropriately trained (Mangeni, 2019; Katzenbach & Smith, 2015).

Due to a lack of essential skills and training to execute projects, the public sector typically lacks in-house capabilities to deliver new projects or sustain existing ones over a lengthy period of time. As in the instance of Cheboiwo, Nasroun, Mwamakimbullah, Kyeyune and Mutaganda (2018), the government can tap into a pool of skilled and experienced workers by signing a contract with a business partner to produce the necessary objectives. PPPs allow the government to assign operational chores to efficient private-sector operators while retaining and strengthening emphasis on critical public-sector commitments like regulation and monitoring. When successfully performed, this plan should result in a lower total financial outlay for the government as well as better and less expensive service for the public. Even if the government continues to pay a percentage of the investment or operations expenses, this should be the case as the government's cost commitment is likely to be targeted, controlled, and structured within a rational overall financing plan (Oakland &Marosszeky, 2017).

Understanding the technological backdrop of the marketplace is one of the pillars of private sector participation in the execution of public-private partnerships efforts today. Technology strategy is built on four basic assumptions that have been agreed upon. It starts with the technology that a corporation picks for acquisition, development, deployment, or disposal (Chima & Kasim, 2018). The second phase is for management to commit to an investment option. Third, ICT strategy may be

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

used to or modified for all types of enterprises and industries, and is not confined to high-tech corporations. Fourth, an ICT plan must incorporate both hardware and software components. The purpose of the ICT strategy is to acquire, develop, use, and eliminate those ICT categories. The exploitation of ICT, like the acquisition of ICT, is an important issue in ICT strategy, but it appears to have garnered less attention from researchers (Obayelu, 2018). Technology strategy knows that organizations have a lot of possibilities when it comes to the most suited exploitation of technological resources that they have acquired and generated (PPP Unit, 2014).

Depending on how we deploy technology in private sector participation in the implementation of public private partnerships projects, the roles, requirements, and responsibilities of technology can be drastically different. In both strategy formulation and implementation, the two duties of technology imply fundamentally diverse methods. In terms of business strategy, technology would look at generic product differentiation approaches. In terms of business strategy, however, technology would investigate cost leadership and, as a result, product development plans. Corporate technology is also more expensive than firm technology, implying more tight return on investment decisions. According to a research of successful new technology-based organizations' competitive advantage, their technology strategy played a significant part in helping these firms enhance their competitive advantage. Organizations should integrate their IT strategy with their company strategy to give long-term competitive benefits (Laudon & Laudon, 2016).

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Ease of Doing Business and Participation in the Implementation of Public Private Partnerships Projects

Public-private partnerships are a relatively new technique of buying public goods and services on a long-term basis (Alitheia, 2010). Several infrastructure projects have been accomplished via public-private partnerships (PPPs). According to Cheung (2009), a public-private partnership (PPP) is a procurement approach in which the public and private sectors interact to provide a public service or infrastructure. Process indicators, according to Yuan et al. (2010), enable customers and other organizations employing PPP procurement to track the capabilities of processes in PPP projects, allowing for the identification of their strengths and shortcomings.

Private sector participation in the implementation of public-private partnerships projects requires the government to consider some form of government guarantees, joint investment funding, or supplemental periodic service payments to allow the private sector to cover project fundings while earning prudent profits and investment returns. At the same time, in order to have sound arrangements in PPP projects, the government should take into account the private sector's profitability standards (Zhang 2009). The engagement of relevant authorities and ministries in the procurement process, such as the appraisal of feasibility and value for money for probable PPPs, the formulation of the basic plan for PPPs, and the drafting of the request for proposal, enhances infrastructure project funding. Implications for policy include the government building a formidable legal and regulatory

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

framework for PPPs, as well as the use of a concessionaire with a strong consortium and sufficient financial resources for future PPP projects (Delmon, 2017).

Singh (2015) analyses the ownership patterns of different sorts of investors in different segments of the Indian economy. Enterprises owned by the central government and various state governments are found to be systematically less efficient than mixed or private sector enterprises, while mixed sector enterprises are less efficient than those in the private sector, based on data and performance analyses for the entire Indian industrial sector. Government-owned enterprises are important participants in the industrial arena, and the findings show that they may be partly to blame for India's low industrial performance when it comes to ease of doing business. Srivastava (2015) final three-year reports of Ease of Doing Business (EoDB).

Finally, in order for public-private partnerships projects to be successful, the author has stressed the requirement of a single window technique in creating wealth and confidence among investors, as well as giving proposals to better the present system. Raval (2015) undertook a detailed assessment of the political environment, policy consequences, and EoDB indicator impacts. In his investigation, the author observed that the political atmosphere has a major impact on the ease of conducting business. Hitesh (2015) has attempted to consolidate all of the complaints and recommendations made by various agencies for those issues and various government actions that effect the ease of doing business environment (Trivedi, 2015). Dipesh explores numerous problems that may occur throughout the business winding procedure, such as responsibility payment and winding

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

process pausing. Vikrant (2015) highlights how nations have improved their rankings by eliminating paperwork, lowering the time it takes to import or export, and making the overall trade process more cost-effective.

Deepa (2015) focuses on private sector participation in the establishment of public-private partnership programs in Range De, as well as innovative microfinance, which is rare yet simple to implement. The writers explore its qualities, as well as the issues and opportunities that this financial structure brings. In this study paper, Vaghela (2015) focuses on the components of the tax system that need to be altered in the Indian tax structure. Their impact on the government's revenue model as well as overall prosperity is evaluated. Sheth (2015) outlines how environmental clearance through Environmental Impact Assessment (EIA) has developed around the world, and how India, like other nations, wants to make it simpler to create a company.

Project Period and Participation in the Implementation of Public Private Partnerships Projects

Furthermore, the scheduling of projects for private sector participation in the implementation of public-private partnerships projects is based on finding resources and scheduling activities with the objective of boosting the project's efficiency. On most construction projects, sequential procedures overlap (Srour et al, 2013), necessitating a two-way flow of information among dependent design disciplines. The private sector’s engagement in the creation of public-private partnerships projects is impacted by a simple portrayal of the likely relationship between the duration of an activity and its direct expenditures. Shortening an

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

activity's time will generally raise its direct cost. The usual length includes the lowest direct cost, whereas the crash duration entails the shortest practicable time to execute a task, but at the highest expenditure. Because of the linear link between these two places, any intermediate time may be picked.

It's likely that some place in the center reflects the optimum or optimal time-cost tradeoff for this activity (Yin, 2011). The slope of the line connecting the normal point (lower point) with the normal point (higher point) (upper point). Knowing the cost and time, as well as the minimal project length, may be utilized to determine the slope of this line numerically. 405 coordinates of the normal and crash places using Alternative Method: (Crash cost-normal cost)/(Crash cost-normal cost)/(Crash cost-normal cost)/(Crash cost (normal duration crash duration) (normal duration crash duration) The direct cost rises when the length of the activity is shorter. A fundamental example is the utilization of overtime work and the provision of premium compensation for such work. Overtime work is also more likely to result in accidents and quality concerns that must be handled, so indirect expenditures may rise as well (Laudon & Laudon, 2016).

Infrastructure funding is dependent on project finance methodologies employed by the private sector in the implementation of public-private partnerships. These approaches incorporate two sets of contractual arrangements: the building of a legally and economically self-contained organization (SPV) against which all legal contracts are formed, as well as a set of contracts governing risk and return distribution. Time estimate has been a subject of stress and curiosity for both financiers and contractors. Toor and Ogunlana (2009) discovered that

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

factors associated to designers, contractors, and consultants are the most critical impediments causing poor funding of a project in their analysis of big building projects in Thailand. Issues such as lack of resources, poor contractor management, unavailability of manpower, design delays, planning and scheduling errors, revised orders and contractors' financial troubles were all identified in the report.

The "no service, no pay" strategy assures that the private partner is incentivized for timely delivery and operation of project assets, according to UNECE (2008). In contrast to normal public procurements, which are typically defined by substantial construction delays and cost overruns, stronger overall governance by private sector entities allows the private partner to better control cost overruns. Because the private sector is responsible for life cycle maintenance, private partners are encouraged to lower capital and maintenance costs over the project's life cycle. PPPs, according to Delmon (2017), are viable as long as the government is informed of the risks from the outset and throughout the project. Delmon, (2017) underlines that risk transfer to the private sector is likely to be the most significant success element for a PPP finance.

These partnerships provide benefits such as risk reduction for taxpayers by: divesting risks related with infrastructure design, building, maintenance, and operation; and boosting private sector performance and innovation through innovative financing structures. The decision by the government to pursue private sector participation in the delivery of public private partnerships projects is frequently based on an analysis to determine that the PPP approach will deliver value to the public through lower costs, higher levels of service, or reduced risk

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

access to capital, where PPPs allow governments to access alternative private sources of capital, allowing important and urgent projects to proceed when they might not otherwise. The potential of PPPs to spread the costs of big investments across the asset's lifetime is viewed as a positive benefit for the public sector. This decreases the government's current debt because huge cash outflows are not necessary right now. As a consequence, even when there are no public money available, the government may have projects funded. This advantage may be regarded from two perspectives: first, major investment expenditures are spread out, and second, private funds are perceived as new sources of funding for the government (Meidute & Paliulis, 2011).

Advisory expenditures throughout project development average 2.6 percent of project capital costs in the United Kingdom, clearly one of the most efficient private sector participations in the execution of public private partnerships projects in the world. Advisory fees are substantially higher in less established PPP marketplaces. The high upfront expenses of PPP projects, notably the expense of skilled transaction consultants, are frequently faced with substantial pushback from government budgeting and expenditure management. Quality consulting services, on the other hand, are vital to successful PPP development and may save millions in the long run. As a result, project development finance, budgeting, and expenditure procedures are important to a successful PPP program, allowing and encouraging government agencies to spend the cash necessary for high-quality project development (Koimett, 2013).

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

The government may seek to create a more or less self-contained project development fund (PDF) to pay grantors for the expenses of advisers and other project development needs. The PDF could be involved in the standardization of method or documentation, as well as the distribution and monitoring of good practices implementation. It should offer support in the early phases of project selection, feasibility studies, and the design of the project's financial and commercial structure, as well as maybe beyond, to guarantee that the project is efficiently implemented (Mbungua, 2015). The PDF may concentrate on particular sectors or projects in a region or throughout the country, but it must have a broad scope to manage the different varieties of PPP that are employed to fulfill sector demands. The PDF may create a revolving fund by providing grant funding, requiring reimbursement (for example, through a fee charged to the successful bidder at financial close) with or without interest, or obtaining some other form of compensation (for example, an equity interest in the project), or a combination of the above. The PDF can be induced to support various types of undertakings by employing the compensation schemes (MOFEP, 2011).

Conceptual Framework

A conceptual framework takes into account the theoretical and conceptual concerns that surround research and creates a logical and consistent foundation for the creation and identification of existing variables. It depicts the link between the independent and dependent variables. Other factors, moderating and intervening variables that can play a role in and impact both the independent and dependent variables in this study are also shown. The conceptual framework for this study

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

looked at the factors that influence private sector engagement in the implementation of public-private partnerships in Ghana, as indicated below. The conceptual framework will look at the influence of project funding, technological requirements, ease of doing business, project period and government policies as a moderating factor on private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana.

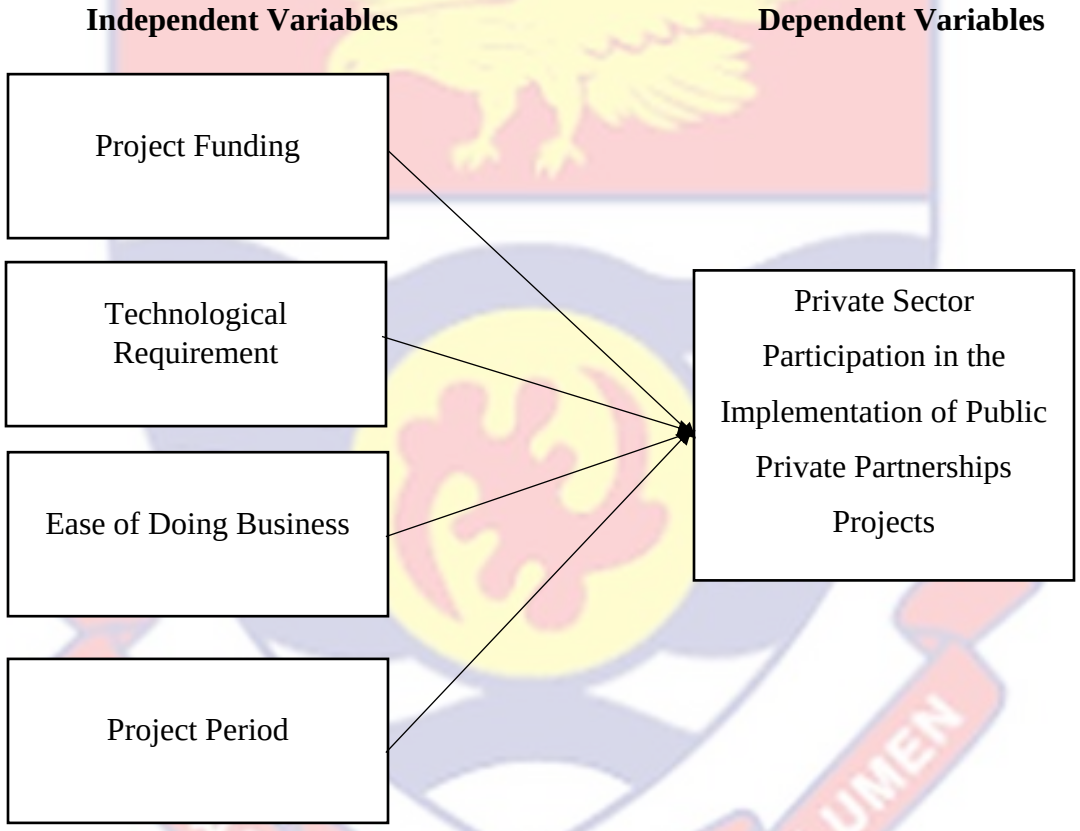

Figure 1: Conceptual Framework

Source: Author's Construct (2022)

Chapter Summary

This chapter has reviewed the literature based on the objectives and research questions. This literature was reviewed under the following sub-headings. The first

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

section explored the theoretical models underpinning the study and these theories included: agency theory and the resource dependence theory. The second section also examined concepts such as PPPs implementation and its determinants in Ghana and its relationships. Finally, the last section focused on empirical literature of the relationship among PPPs implementation determinants with a conceptual framework within the context and scope of the study also discussed.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

CHAPTER THREE

RESEARCH METHODS

Introduction

The purpose of this study is to examine the implementation of public private partnerships projects in Ghana: a survey of public private partnerships based in cape coast. This chapter deals with the methodological approach which is used for the study. It covers the research design, the background of the study area, the population, the sampling procedure, the data collection instruments, the data collection procedures, the data processing and analysis and as well provides a summary of the chapter.

Research Approach

According to Saunders et al. (2016), there are three approaches to research; (a) qualitative, (b) quantitative, and (c) mixed methods. Sekaran and Bougie (2016) postulated that the epistemological underpinning of a quantitative motif holds that there exist definable and quantifiable social facts. The study therefore employed the quantitative research approach based on the nature of the study purpose under consideration, specific objectives, and the nature of the primary data to be collected and analysed. Creswell (2014) asserted that quantitative approach deals with explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics).

Research Design

The study adopted a descriptive survey research design in investigating the determinants of the implementation of public private partnerships projects in Ghana: a survey of public private partnerships based in cape coast. This is because

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

the researcher intends to describe logical data and information of staff at Cape Coast Metropolitan Assembly, factually and accurately and attempted to discover the influence of the variables with each other (Kumar, 2019). A descriptive survey research design allowed the researcher to study the elements in their natural form without making any alterations to them. The design also allowed the researcher to come up with descriptive statistics that assisted in explaining the variables of the determinants of the implementation of PPPs projects. Further, the use of this design helped in the assessment of determinants of the implementation of PPPs projects influence (Kotler, Koshy, & Jha, 2013).

Study Area

The Cape Coast Metropolitan Assembly has sixteen (16) Departments and other Units with Heads of Departments who all report directly to the Metropolitan Coordinating Director (MCD) and ultimately to the Metropolitan Chief Executive (also referred to as the Mayor). The General Assembly meetings are presided over by the Presiding Member (PM). The General Assembly has a Membership of 66 comprising of 41 Elected Members, 25 Government Appointees, 2 Members of Parliament and the Metro Chief Executive who also chairs the Executive Committee. In the performance of its functions, the Accra Metropolitan Assembly works through 14 Sub-Committees. These Sub-Committees perform deliberative functions and submit recommendations to the Executive committee for further deliberation and then to the General Assembly for final decisions and implementation. The Fourteen (14) Sub-Committees include; Social Services, Finance & Administration, Development Planning, Revenue Mobilization, Justice

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

& Security, Education, Works, Environment, Youth & Sports, Culture & Trade Tourism and Industry, Disaster Management, Food & Agriculture, Health, Women & Children. The CCMA is also responsible for handling PPPs projects and activities under the auspices of the Central Regional Coordinating Council (CRCC).

Population

According to Leedy and Ormrod (2010) population can be seen as the target group about which the researcher is interested in gaining information and drawing conclusion. The population for the study included all employees at the local government sector at the Cape Coast Metropolitan Assembly, Central region of Ghana. The target population consisted of employees of the Cape Coast Metropolitan Assembly who are responsible for the planning, administration and managing PPPs within the Cape Coast Metropolis. The total population was 75 employees. The following table shows the various departments and their staff strength.

Table 1: Population Distribution across Departments

No.	Departments	Staff
1.	Central Administration	18
2.	Treasury	11
3.	Procurement	12
4.	Public Works Department	13
5.	Contract Management	21
Total		**75**

Source: Cape Coast Metropolitan Assembly (2021)

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Sample and Sampling Procedure

From the point of Israel (1992), there are several approaches that can be used in determining the sample size. These include using census for small populations, imitating a sample size of similar studies, using published tables, and applying formulas to calculate the sample size. In the context of this study, a census wase used because of the relatively small number of population size. In view of this, a sample size of seventy-five (75) was used which is made up of the various departments associated with PPPs at the Cape Coast Metropolitan Assembly.

The advantages of a census are that although cost consideration makes this impossible for large populations, it is attractive for small populations (e.g., 200 or less). A census eliminates sampling error and provides data on all the individuals in the population. This means that all employees have the same opportunity to participate. Some employees may still choose not to participate, but at least the opportunity to do so is presented and no one person or group can feel left out. In addition, some costs such as questionnaire and developing the sampling frame are "fixed," that is, they will be the same for samples of 50 or 200 and census tends to enhance feelings of security surrounding the accuracy of the results (Parker, 2011).

Finally, virtually the entire population would have to be sampled in small populations to achieve a desirable level of precision. This implies that while the administration of sample surveys is more complicated, a census survey is easier to administer because it includes all persons. To this end, results from a census survey can be used to "drill down" into the organisational structure and highlight departmental results, and because all employees participate, there is a greater

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

chance of obtaining responses that are representative of all sub-groups within the organisational structure. Thus, the volume of surveys that need to be distributed may increase with a census survey but figuring out who receives a survey is clear – everyone (Kraut, 1996).

Data Collection Instrument

Structured questionnaire was used as the main primary data collection instrument in this study. The questionnaire contains close-ended questions. Causal studies are very structured by nature (Maxwell, 2012) thereby demanding structured means of primary data collection. Questionnaire is a formalized set of questions for obtaining information from respondents (Singer & Couper, 2017). The closed ended questions require respondents to choose from among a given set of responses and require the respondents to examine each possible response independent of the other choice. The instrument for the collection of data was a self-administered structured questionnaire which consisted of five section (A-E) demographic data, project funds, technological requirements, ease of doing business and project period. Socio demographic variables captured in the study include; Gender, Age, Educational level, Rank and Years of experience. Section B measured project funding with a 7-item; section C measured technological requirements with a 9-item; section D measured ease of doing business with a 7-item guide; project period 6-item and; finally, private sector participation was measured in the study using of 6-item guide. The response format ranged from "least agreement" (1) to "strong agreement" (7).

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Pre-test of survey instrument

Pre-test is the process of using fewer forms of the whole study to determine the methods, factors and tools to be used for the final study (Kumar, 2019). Pre-test is carried out essentially to detect deficiencies in the research design, and effecting changes such that the data to be collected would be valid and reliable (Adams & Wieman, 2011; Mertler, 2018; Saunders, Lewis & Thornhill, 2009). According to Mohajan (2017), pre-testing clarifies the scale items and also finds out if potential respondents would understand the questions they are to respond to. Pre- test was done by using 15 respondents of the Cape Coast Metropolitan Assembly. Cronbach alpha were greater than 0.7 in order to regard the factor appropriate and was retained. The outcome of the pre-testing indicated the questionnaire and scale items were clear to the respondents. This led to the maintenance of all scale items since the Cronbach alpha were above 0.70 after the pre-testing as shown in Table 2.

Results of the Cronbach Alpha in This Study

As stated earlier, in order to measure the reliability of the gathered data, Cronbach's alpha was used. Table 2 shows Cronbach's alpha of all indicators.

Table 2: Reliability of Scales and Cronbach Alpha of Study Variables

Variable	Items Retained	Cronbach's Alpha
Project Funding	7	0.757
Technological Requirements	7	0.701
Ease of Doing Business	6	0.809
Project period	6	0.834

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Private Sector Participation	6	0.779

Source: Field survey (2022)

Table 2 provides the values of Cronbach's alpha for all the variables. It appears from the table that the values of Cronbach's alpha range between 0.701 and 0.834. These values are all well above the minimum value of 0.70. In this case, it can be concluded that the measures have an acceptable level of reliability.

Data Collection Procedures

Data collection was done by the researcher together with two field assistants who were educated on the purpose of the study and on pertinent issues in the data collection instrument. Letters of introduction were received from the Department of Management of the University of Cape Coast. The introductory letters were delivered to the Departments which were included in the study. The Administrative heads of the respective departments were contacted to schedule date and time for the actual data collection exercise once the study received approval from the heads of the departments. The questionnaires were delivered to employees by myself with assistance from my two colleagues and in some cases employees in the various departments also assisted to facilitate the process. Respondents were given ample time to complete the questionnaires before they were collected. Averagely, respondents used thirty (30) minutes to complete the questionnaires. In each department, the purpose of the study was explained to employees, and they were assured of strict confidentiality and anonymity. This procedure was used to collect data from all departments that participated in the study.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Data Processing and Analysis

Data analysis embraces a whole range of activities of both the qualitative and quantitative type. It is a usual tendency in behavioural research that much use of quantitative analysis is made and statistical methods and techniques are employed. The statistical methods and techniques have got a special position in research because they provide answers to the problems. Pandey and Pandey (2015) define data analysis as, "studying the organised material in order to discover inherent facts. The collected data was comprehensively examined, and checked for completeness. The questionnaires were then coded and entered into the Statistical Package for Social Sciences (SPSS) version 26. SPSS because, it helped in organising and summarising the data to provide important parameters, which were useful for data analysis. Descriptive statistics (mean, standard deviation) and linear regression analysis was used to tackle the research objectives.

Moreover, the objectives were analysed using regression techniques for examining the determinants of private sector participation in the implementation of public private partnerships projects in Ghana focusing at public-private partnerships based in Cape Coast. The analysis of the objectives were specifically based on the values of correlation (R), coefficient of determination (R squared) and statistical significance as well as the magnitude of the effect of the independent variables on the dependent variable. The R describes the direction and the strength of the association between the independent and dependent variable in a study. Cohen (1992) suggests the following guidelines for the interpretation of the

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

magnitude of correlation coefficient; r=.10 to .29 or r=–.10 to –.29 small, r=.30 to .49 or r=–.30 to –.4.9 moderate, r=.50 to 1.0 or r=–.50 to –1.0 strong.

Moreover, the coefficient of determination (R-squared) represents the variation in the dependent variable that is accounted for by the independent variable(s). In view of Ringle, and Sarstedt (2011), R^2 values of 0.75, 0.50, or 0.25 for dependents variables can, as a rough rule of thumb, be respectively described as substantial, moderate, or weak. A statistical significance of variables or constructs are achieved when a 95% confidence interval probability is less or equal to 0.05 0r 5%; t-statistic of 1.96 or more (Pallant, 2016). In light of the above the results of the variables objectives were assessed and reported in tables that ensue under each objective.

Response Rate

Data was collected from sample employees who serve under various departments at the Cape Coast Metropolitan Assembly. The population size was 75 staffs and for proper representation, the 75 was sampled using census. This means that a total of 75 questionnaires were issued from which 68 were filled and returned which represents a response rate of 90.6%. This response rate was considered satisfactory on the basis of the assertion made by Mugenda and Mugenda (2008) that a response rate of 50% is satisfactory enough for quantitative analysis. The success rate in this study could be attributed to the self-administration of the questionnaires applied by the researcher from which the intended respondents from the various offices were pre–notified on the actual date before the data collection. The response rate is represented in Table 3.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Table 3: Response Rate

Questionnaire	Count	Percentage (%)
Returned	68	90.6
Non- Returned	7	9.4
Total	75	100

Source: Field survey (2022)

Ethical Considerations

A study by Patten and Newhart (2017) as cited in Bless and Higson-Smith (2000) revealed major ethical issues that need to be considered in every research. According to them, these major ethical issues include voluntary participation, right to privacy, anonymity and confidentiality of information. As such, all efforts were geared towards ensuring that all these ethical issues were attended to. For instance, with voluntary participations, every respondent was allowed to participate in the data collection exercise on his or her own free will. Also, the possible issues of right to privacy was realised by allowing respondents to answer the questionnaires on their own and unclear questions were appropriately attended to through their own convenient medium.

Further, the issue of anonymity was attended to by restricting respondents from providing their detailed information about themselves on the questionnaire in relation to names, contact numbers and personal addresses. Respondents were also assured that none of their identities would be leaked to the public domain nor used for purposes other than this study. Finally, the study ensured confidentiality of information by assuring respondents that all information provided would be kept

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

confidential. They were also assured that, none of the information neither provided would be used against them nor found in the public domain. In summary, the study ensured that all major ethical issues were appropriately addressed.

Chapter Summary

This chapter dealt extensively with the research methods employed to achieve the purpose of the study. The chapter generally discussed key elements such as research approach, research design, population, study area, sampling procedure, data collection instrument, data collection procedure, ethical considerations and data processing and analysis. The quantitative approach and descriptive research design were employed due to the study's research objectives. Moreover, the data obtained from distribution of structured questionnaires were analysed using descriptive statistical tools in bid for the results and discussions.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The main research objective of the study, to establish the determinants of private sector participation in the implementation of public private partnerships projects in Ghana focusing at public-private partnerships based in Cape Coast. Based on this main research objective, specific objectives were used to achieve the study goal. In line with these original research objectives and the method used, this chapter provides the findings and discussions which reflect on the specific objectives as outlined in Chapter one. The first section provides the demographic profile of the respondents. The second section of the chapter presents the results of the descriptive and inferential (correlation) statistics in accordance with the specific objectives of this study. Finally, a detailed discussion is provided for each finding.

Socio-Demographic Characteristics of Respondents

In order to understand the demographic characteristics of the respondents, the study deemed it fit to find out the demographic data of the respondents. The demographic characteristics of respondents were in relation to gender, age, level of education of the senior administrative officers in the university, and employees' years of work in the organisation. Table 4 presents demographic statistics on the frequencies and percentages of responses to gender received from the respondents. The results obtained in relation to socio-demographic characteristics of the respondents are shown in Table 4.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Table 3: Background Information of Respondents

Variable	Frequency	Percentage (%)
Gender		
Male	39	57.4
Female	29	42.6
Age		
Below 30years	4	5.9
31-40years	32	47.1
41-50years	27	39.7
51years and above	5	7.4
Level of Education		
Diploma	11	16.2
1st Degree	30	44.1
Professional	4	5.9
2nd Degree	23	33.8
Level of Experience		
1-5 years	9	13.2
6-10 years	33	48.5
11-15 years	8	11.8
16 years and above	18	26.5
TOTAL	**68**	**100.0**

Source: Field survey (2022)

Table 4 clearly illustrates that there were more male participants than their female counterparts in this survey. More than half of the respondents (57.4%) were

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

males while the remaining respondents, (that is 42.6%) were females. This implies that a lot of males appeared to have been employed as staff at the Cape Coast Metropolitan Assembly, Ghana. However, with respect to gender inequality in terms of employment in the country, it is surprising. For example, from the Annual Report of Ghana Statistical Service, (2018) it is generally known that labour force participation rate of females remains lower than that of males. In Ghana, the labour force participation rate of females has often trended below that of men even though females constitute over half of the entire population. In addition, the unemployment rate is estimated to be higher among women than men, whilst at the same time, the share of females in wage employment is also lower than that of males.

On the age distribution of the respondents, it was found out that most of the respondents are between the ages of below 30 and 40 years representing 53.0%. This higher percentage of lower-level employees gives the impression that there are more youthful staff within the various departments at the Cape Coast Metropolitan Assembly. Again, the result shows that respondents representing (47.1%) were between 31 and 40 years which implies that in the service, most of the respondents are in their prime age and that the organisation can be considered to have had a lot of potentials in terms of development in the future. In addition, respondents representing (39.7%) were between the ages of 41 and 50 years. The least age group was those between 51 years and beyond representing (7.4%) in the organisation. The overall implication is that relatively a small percentage number of employees are matured and presumably experienced in their career in the organisation.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

From the Table, with the educational levels of the staff, it was also realized that 11 respondents representing (16.2%) had diploma education. Also, with regards to first-degree, 30 of them representing (44.1%) were found to be in this category representing the highest percentage of the employees at the assembly. More so, a large percentage number of the staff had second degree. With this category of staff, a total of 23 representing 33.8% were the second-degree holders. Finally, 4 employees (5.9%) had professional education. From the table it is realized that most workers at the Cape Coast Metropolitan assembly consider education as important to the growth of the country. The study results from the table highlight the significance that the organisation attaches to education as most workers in the company are qualitatively gifted with educational prowess.

In terms of how long each employee has worked in the organisation, it was found that most of them fell within 6 and 10 years of experience in working as staff at the Cape Coast Metropolitan Assembly. Within these years, (48.5%) had worked within them, while (13.2%) had worked within the years of 1 years and 5 years. This is followed by those who had worked between 11 and 15 years with a total number of (11.8%) while those who have worked between 16 and above years made up (26.5%).

Findings of the Main Study Objectives

This section presents results and analysis based on the three key questions of this study. Both descriptive and inferential statistics are used in analysing the data. As it has been indicated in the methods, the design of this research is

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

descriptive and adopts a quantitative method. The results and analysis are presented chronologically based on the stated objectives of this study.

Objective One: To determine the influence of project funding on private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana

The first research objective sought to ascertain the influence of project funding on private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana. In this study, respondents were presented with seven (7) statements that depicted some of the activities project funding This study measured the independent variable talent attraction, using the Likert scale of 1-5, 1 being - Strongly Disagree, 2 being Disagree, 3 being Neutral, 4 Agree and 5 being Strongly Agree. This was to show the extent to which proper project funding was existent in the assembly. The results were transformed and regressed against private sector participation. In line with objective, a Pearson's Correlation was performed to determine the statistical value of the strength of a linear relationship between project funding and private sector participation. Table 5 below indicates the descriptive result of project funding.

Table 5: Project Funding Descriptive

	N	Mean	Std. Deviation
There is a huge capital outlay	68	4.2404	0.8757
Distribution of costs	68	2.5673	0.5706
Timeliness in government funds	68	3.4712	0.5738
Risk and risk management	68	3.8642	0.8098

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

There is better coordination with the government provision of funds	68	2.7875	0.8091
The Cape Coast Metropolitan Assembly enjoys economies of scale in the allocation of PSP funds	68	2.6250	0.7209
The assembly is in charge of the funding on Governmental funds of projects	68	2.7830	0.8297

Source: Field survey (2022)

As per the findings, the respondents indicated that huge capital outlay as shown by a mean of 4.2404, risk and risk management as expressed by a mean of 3.8462 and timeliness in government funds as illustrated by a mean score of 3.4712 greatly influence the private sector participation in public-private partnerships in Ghana. Further the respondents indicated that distribution of costs as indicated by a mean of 2.5673 moderately influence the private sector participation in public-private partnerships at the Cape Coast metropolis.

On the ways in which project funding influence private sector participation in public-private partnerships at the Cape Coast metropolis, the respondents indicated that availability of funds ensures quality completed projects and that it determines the ability of the private sector to raise the amount required to invest. They also indicated that the amount of funds determines the risk levels and that high project costs discourages the private sector to be involved in he projects hence the need to partner with other donors.

Further, the Pearson correlation analysis and regression was adopted to examined the relationship and effect of the project funding and its influence on participation in implementation of PPP projects.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Table 5: Correlation between Project funding and Participation in Implementation of PPP projects

		Participation in PPP projects	Project Funding
Participation in PPP projects	Pearson Correlation	1	.795**
	Sig. (2-tailed)		.001
	N	68	68
Project Funding	Pearson Correlation	.795**	1
	Sig. (2-tailed)	.001	
	N	68	68

****. Correlation is significant at the 0.01 level (2-tailed).**

Source: Field survey (2022)

From the table 5 it can be noted that the value of Pearson correlations given in the table shows that the correlation coefficient is 0.795 and this demonstrates that Project funding has a positive correlation with Private sector participation in PPPs. The results from Table 4 show the value of the R- Correlation Coefficient (Pearson Correlation Co-efficient). The R value represents the Pearson Correlation coefficient. The R-value of 0.795 indicates a large relationship between Project funding and Private sector participation in PPPs.

Cohen (1992) suggests the following guidelines for the interpretation of the magnitude of correlation coefficient; r=.10 to .29 or r=–.10 to –.29 small, r=.30 to .49 or r=–.30 to –.4.9 medium, r=.50 to 1.0 or r=–.50 to –1.0 large. The results

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

indicate a significant positive relationship between Project funding and Private sector participation in PPPs. This positive connection between the two variables (independent and the dependent) is confirmed by the t-test result, which also showed a significant outcome as can be seen below.

Table 6: T-value on the relationship between Project funding and Private sector participation in PPPs

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.977	0.112		8.723	.000
FUNDING	0.812	0.393	0 .795	2.066	.000

a. Dependent Variable: PRIVATE SECTOR PARTICIPATION IN PPPS

Source: Field survey (2022)

In order to determine the extent to which Project funding influences Private sector participation in PPPs, a simple linear regression was also carried out and the results had been depicted in Table 7 below.

Table 7: Model Summary of Project funding influence on Private sector participation in PPPs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795	.632	.630	.042

a. Predictors: (Constant), Project Funding

b. Dependent Variable: Private sector participation in PPPs

Source: Field survey (2022)

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

The results of Table 7 indicate a statistically significant figure of p=.000, as held up by Fidell, Tabachnick, Mestre & Fidell (2013), a significant level of less than or equal to .05 is necessary for social science research. If such a condition is met, then the independent variable does a good job explaining the variation in the dependent variable. In this analysis, the ρ-value is well below .05 (ρ = .042). Therefore, it can be concluded that the R and R^2 Between Project funding and Private sector participation in PPPs is significant and therefore Project funding can significantly influence Private sector participation in PPPs.

The table in the SPSS output labelled T-Value (table 6) provide information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The significant value p= 0.001 is less than 0.05 for the constant and the significant value p= 0.001 is less than 0.05 for the independent variable. Pallant (2013) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can, therefore, be concluded that Project funding has a significant impact on Private sector participation in PPPs. The table further shows a Beta of 0.795 which according to Fidell, Tabachnick, Mestre & Fidell (2013) indicates a strong impact of the independent variable on the dependent.

The implication of these results is that with the availability of Project funding strategy by the government and or on the part of the private sector at the cape coast metropolis significantly improves the materialization of projects within the stipulated period. The findings of this study confirm and are supported by loads

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

of findings with respect to studies conducted in terms of private sector participation. Gatti (2013) and Hodge and Greve (2013), acknowledges that spreading of funds in relation to long term projects should be executed jointly by both the government and the private sector.

The study found that project funding influence private sector participation in public-private partnerships in Cape Coast, Ghana, greatly. Moreover, it was clear that huge capital outlay, risk and risk management and timeliness in government funds greatly influence the private sector participation in public-private partnerships in Cape Coast, Ghana. These findings are in line with Sharma (2012), when government has budget constraints reflected in large deficits and heavy debt burden, they are more likely to adopt PPP type arrangement to accelerate public infrastructure financing in their countries. Bank debt financing remains below pre-crisis levels as the banking sector redefines its risk appetite and makes structural adjustments in anticipation of statutory requirements such as Basel III and national-level regulations.

Further the study revealed that distribution of costs moderately influences the private sector participation in public-private partnerships in Cape Coast, Ghana. This concurs with Reside and Mendoza (2010) who argues that private sector participation in the implementation of public private partnerships projects is influenced by amount of fund allocated to finance infrastructure contributes largest in exacerbating the gap in the market for infrastructure finance.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Objective Two: To assess the influence of technological requirements on private sector participation in public-private partnerships in Cape Coast, Ghana

The second objective of the study was to assess the influence of technological requirements on private sector participation in public-private partnerships in Cape Coast, Ghana. This study measured the independent variable talent development using the Likert scale of 1-5, 1 being - Strongly Disagree, 2 being Disagree, 3 being Neutral, 4 Agree and 5 being Strongly Agree. This was to show the extent to which technological requirements and checks was existent in the private sector participation in PPPs. Data was collected on the various activities under Technological requirements at the Metropolitan assembly. Respondents were presented with six Technological requirements statements. The results were transformed and regressed against private sector participation in PPPs. For the purpose of achieving the objective, the statistical value of the strength of a descriptive, a linear relationship between Technological requirements and private sector participation in PPPs was conducted by the use of a Pearson's Correlation analysis. Table 8 below indicates the result.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Table 8: Technological Requirements Descriptive

	N	Mean	Std. Deviation
There is ease of use	68	4.0769	0.8668
Its applicability	68	3.9904	0.8867
Compatibility/Integration with other systems	68	2.5481	0.5725
Multi-project capacity	68	4.1154	0.8162
Its perceived usefulness	68	3.9423	0.8570
Advancement	68	2.4808	0.5909

Source: Field survey (2022)

On the influence of aspects of technological requirements, the respondents indicated that multi-project capacity as illustrated by a mean score of 4.1154, ease of use as indicated by a mean of 4.0769 and applicability as expressed by a mean of 3.9904 influence the private sector participation in public-private partnerships in Cape Coast, Ghana, in a great extent.

Further in a great extent, the respondents indicated that perceived usefulness as illustrated by a mean score of 3.9423 influence private sector participation in public-private partnerships in Cape Coast, Ghana. However, the respondents indicated that compatibility or integration with other systems as expressed by a mean of 2.5481 moderately influence private sector participation in public-private partnerships in Cape Coast, Ghana, while advancement as illustrated by a mean score of 2.4808 influence the private sector participation in public-private partnerships in Cape Coast, Ghana, in a little extent.

Moreover, on the ways in which technological requirements influence private sector participation in public-private partnerships in Cape Coast, Ghana, the

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

respondents indicated that advanced technology may require people with the skills to use them hence increasing the cost for training which may make private sector participation to reduce in fear of incurring a lot of costs. Further on the same, the respondents indicated that advanced or very high-level technology may discourage the private sector as they may not have the expertise, skills or necessary equipment for design or operation in these projects.

Further, the Pearson correlation analysis and regression was adopted to examined the relationship and effect of technological requirements and its influence on participation in the implementation of PPP projects.

Table 9: Correlation between Technological Requirements and Private sector participation in PPPs

		Private sector participation in PPPs	**Technological Requirements**
Private sector participation in PPPs	Pearson Correlation	1	.821**
	Sig. (2-tailed)		.011
	N	68	68
Technological Requirements	Pearson Correlation	.821**	1
	Sig. (2-tailed)	.011	
	N	68	68

****. Correlation is significant at the 0.01 level (2-tailed).**

Source: Field survey (2022)

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

From table 9, it can be realised that the value of Pearson correlations given in the table shows the correlation coefficient of 0.821 which is significant at 0.05. This demonstrates that Technological requirements has a positive correlation with Private sector participation in PPPs. The Pearson Correlation coefficient (R-value of 0.821 indicates a large relationship between Technological requirements and Private sector participation in PPPs. The results indicate a positive relationship between Technological requirements and Private sector participation in PPPs at the Cape Coast Metropolitan Assembly, Ghana. This positive connection between the two variables (independent and the dependent) is confirmed by the t-test result which also showed a significant outcome as it can be seen in table 8 below.

Table 10: T-Value on the Relationship between Technological Requirements and Private sector participation in PPPs

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.977	0.112		8.723	.000
Technological Req.	0.727	0.244	0.643	2.980	.005

a. Dependent Variable: PRIVATE SECTOR PARTICIPATION IN PPPS

Source: Field survey (2022)

The table in the SPSS output labelled coefficients (table 10) provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The significant value p= 0.005 is less than 0.05 for both the

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

independent variable and the constant. Pallant (2015) points out that a significant value of <0.05 indicates that the independent variable has a significant impact on the dependent variable. It can therefore be concluded that, Technological requirements has a significant impact on the Private sector participation in PPPs at the Cape Coast Metropolitan Assembly, Ghana. The table further shows a Beta of 0.643 which indicates a strong impact of the independent variable on the dependent.

Table 11: Model Summary of Technological requirements on Private sector participation in PPPs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.643	.413	.409	.005

a. Predictors: (Constant), Technological requirements

b. Dependent Variable: Private sector participation in PPPs

Source: Field survey (2022)

The result from Table 11 shows the R- Correlation Coefficient and the R-Square-Coefficient of Determination. The R Square value of 0.413 indicates that about 41.3% of the variation in the Private sector participation in PPPs at Cape Coast is accounted for by Technological requirements, the remaining variation in workplace innovation may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R-value of 0.643 indicates a large relationship between Technological requirements and Private sector participation in PPPs. The results indicate a positive relationship between Technological requirements and Private sector participation in PPPs at Cape Coast.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

The study found that technological requirements influences private sector participation in public-private partnerships in Cape Coast, Ghana, greatly. The study revealed that multi-project capacity, ease of use and applicability influence the private sector participation in public-private partnerships in Cape Coast, Ghana, in a great extent. This is in line with Katzenbach and Smith (2015) who argues that Private sector participation in the implementation of public private partnerships projects regard using new technologies because they are very exciting for a project particularly if the technology enables the customer to do things that are otherwise not possible. However, the project manager and the consumer need to be aware of the risks that come with using technology that has not stood the test of time.

The study revealed that perceived usefulness influences private sector participation in public-private partnerships in Cape Coast, Ghana, greatly. Nevertheless, the study found that compatibility or integration with other systems moderately influence private sector participation in public-private partnerships in Cape Coast, Ghana, while advancement influence the private sector participation in public-private partnerships in Cape Coast, Ghana, in a little extent. These findings concur with Engel, Fischer and Galetovic (2010), who noted that private sector participation in the implementation of public private partnerships projects have been able to successfully integrate technology and strategy implementation have created significant business returns.

The importance of ICT in supporting strategy thus cannot be underestimated. Especially with the shortening of the PLC, ICT will play an increasing role in defining the strategic basis of competitive advantage. Firms that

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

have been able to harness the use of technology will be the firms that will emerge as survivors in the next shakeout. Technology strategy, or strategic technology, whichever interpretation that may appeal to the firm, will be the imperative for tomorrow's market place.

Objective Three: To find out the influence of ease of doing business on private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana

The third research objective sought to find out the influence of ease of doing business on private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana. Respondents were to determine the extent to which this ease of doing business on private sector participation activities were observed at Cape Coast. The results were transformed and regressed against public private partnerships projects. Thus, in order to determine the statistical measure of the strength of a descriptive, linear relationship between ease of doing business and public private partnerships projects, correlation analysis was performed. Table 12 below indicates the result.

Table 12: Ease of Doing Business Descriptive

	N	Mean	Std. Deviation
Nature and extent of bureaucracy	68	4.0769	0.8668
Labor mobility	68	3.6923	0.8599
Allocation of resources	68	2.4808	0.5742
Operational complexity	68	4.0000	0.8702

Source: Field survey (2022)

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

As per the findings, the respondents indicated that nature and extent of bureaucracy as indicated by a mean of 4.0769, operational complexity as expressed by a mean of 4.0000 and labor mobility as illustrated by a mean score of 3.6923 greatly influence private sector participation in public-private partnerships in Cape Coast, Ghana. However, the respondents specified that allocation of resources as shown by a mean of 2.4808 influence private sector participation in public-private partnerships in Cape Coast, Ghana in a little extent.

On the ways in which ease of doing business influence private sector participation in public-private partnerships in Cape Coast, Ghana, the respondents indicated that if it is easy to operate or get necessary permits for operation then there will be private sector participation, that it helps to ease administrative and operational activities of the projects and that determines the completion dates of the projects. The respondents also indicated that operational complexity may discourage the private sector from participating in partnerships.

Further, the Pearson correlation analysis and regression was adopted to examined the relationship and effect of ease of doing business and its influence on participation in implementation of PPP projects.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Table 13: Correlation between Ease of Doing Business and Participation in Implementation of PPP projects

		Participation in Implementation of PPP projects	Ease of Doing Business
Participation in Implementation of PPP projects	Pearson Correlation	1	.898**
	Sig. (2-tailed)		.000
	N	68	68
Ease of Doing Business	Pearson Correlation	.898**	1
	Sig. (2-tailed)	.000	
	N	68	68

****. Correlation is significant at the 0.01 level (2-tailed).**

Source: Field survey (2022)

From table 13, it can be seen that the Pearson correlation coefficient value of ($r = 0.898$ $N=68$, $p < 0.000$) confirms that there is a positive linear correlation between the two variables (Ease of Doing Business and Participation in implementation of PPP projects). Thus, it can be said that there is very strong evidence to believe that both variables are positively related. The Pearson Coefficient Correlation (R-value) of 0.898 indicates a good relationship between Ease of Doing Business and Participation in implementation of PPP projects. Cohen (1988) suggests the following guidelines for the interpretation of the magnitude of correlation coefficient; r=.10 to .29 or r=–.10 to –.29 small, r=.30 to .49 or r=–.30 to –.4.9 medium, r=.50 to 1.0 or r=–.50 to –1.0 large. The results indicate a

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

significant positive relationship between Ease of Doing Business and Participation in implementation of PPP projects. This positive connection between the two variables (independent and the dependent) is confirmed by the t-test result which also showed a significant outcome as can be seen Table 14.

Table 14: T-Value on the Relationship between Ease of Doing Business and Participation in implementation of PPP projects

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.977	0.112		8.723	.000
Ease of Bus.	0.567	0.239	0.533	2.372	.022

a. Dependent Variable: PARTICIPATION IN IMPLEMENTATION OF PPP PROJECTS

Source: Field survey (2022)

From Table 14, the significant value p= 0.000 is less than 0.05 for both the independent variable (Ease of Doing Business) and the constant. Pallant (2015) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can therefore, be concluded that ease of doing business has a significant impact on Participation in implementation of PPP projects. The results further indicate a Beta of 0.533 which is statistically significant since p=0.022 and less than .05. In order to determine the extent of Ease of Doing Business influence on Participation in implementation of PPP projects, simple linear regression was also carried out and the results had been depicted in Table 15.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Table 15: Model Summary of Ease of Doing Business on Participation in implementation of PPP projects

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533	.284	.279	.022

a. Predictors: (Constant), Ease of Doing Business

b. Dependent Variable: Participation in implementation of PPP projects

Source: Field survey (2022)

The Table 15 indicate an R Square value of 0.279 which showed that about 27.9% of the variation in Participation in implementation of PPP projects at Cape Coast is accounted for by the Ease of Doing Business, the remaining variation in employee creativity may be due to other factors not captured in this study. The results of the T-Value in Table 14 indicated a statistically significant figure of p=.022, as held up by Tabachnick & Fidell (2013), a significant level of less than or equal to 0.05 is necessary for social science research. In this analysis, the ρ-value is well below 0.05 (ρ = .000).

The study revealed that ease of doing business moderately influence private sector participation in public-private partnerships in Cape Coast, Ghana. The further found that nature and extent of bureaucracy, operational complexity and labor mobility greatly influence private sector participation in public-private partnerships in Cape Coast, Ghana. These findings corelate with Delmon (2017) who stated that competent authorities and ministries in the procurement process, such as assessment of feasibility and value for money for potential PPP and in formulating the basic plan for PPP, formulation of the request for proposal enhances

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

financing of infrastructure projects. Implication for policy is government forming formidable legal and regulatory framework for PPP and for practice concessionaire with good consortium and adequate financial capability should be engaged for future PPP projects.

Moreover, the study specified that allocation of resources influence private sector participation in public-private partnerships in Cape Coast, Ghana, in a little extent. This is in line with Zhang (2009) who noted that to safeguard project economic feasibility, private sector participation in the implementation of public private partnerships projects require the government ponder some forms of government guarantees, joint investment funding, or supplemental periodic service payments to permit the private sector cover the project fundings and earn judicious profits and investment returns. At the same time, the government should take due consideration of private sector 's profitability requirements in order to have stable arrangements in PPP projects.

Objective Four: To determine the influence of project period on private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana

The final research objective sought to investigate the influence of project period on private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana. The results were transformed and regressed against the private sector participation in the implementation of public private partnerships projects. In view of this Pearson's Correlation analysis was performed with the aim of using the coefficient to determine the statistical value of

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

the strength of a linear relationship between project period and private sector participation in the implementation of public private partnerships projects. Accordingly, Table 16 below indicates the result.

Table 16: Project Period Descriptive

	N	Mean	Std. Deviation
Length of project cycle	68	4.0962	0.8187
Frequency of partners' interactions	68	2.7501	0.6348
Systems delays	68	4.1731	0.7814

Source: Field survey (2022)

The respondents on aspects of project period indicated that systems delay as illustrated by a mean score of 4.1731, length of project cycle as shown by a mean of 4.0962 influence private sector participation in public-private partnerships in Cape Coast, Ghana, in a great extent. However, the respondents indicated that frequency of partners' interactions as indicated by a mean of 2.7501 influence private sector participation in public-private partnerships in Cape Coast, Ghana, in a moderate extent.

On the ways in which project period influence private sector participation in public-private partnerships in Cape Coast, Ghana, the respondents indicated that PPPs taking longer periods are quite expensive hence making the private sector to opt not to get involved and that project period may influence the willingness of the private sector to form partnerships. The respondent also indicated that long periods have high administrative costs, high level of risks and cost overruns due to delays in the process and poor implementation and that project period influences operational costs and levels of risks involved in the project.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Further, the Pearson correlation analysis and regression was adopted to examined the relationship and effect of project period and its influence on participation in the implementation of PPP projects.

Table 17: Correlation between Project period and Private sector participation in PPPs

		Private sector participation in PPPs	Project period
Private sector participation in PPPs	Pearson Correlation	1	.645**
	Sig. (2-tailed)		.000
	N	68	68
Project period	Pearson Correlation	.645**	1
	Sig. (2-tailed)	.000	
	N	68	68

****. Correlation is significant at the 0.01 level (2-tailed).**

Source: Field survey (2022)

From table 17, it can be realised that the value of Pearson correlations given in the table shows the correlation coefficient of 0.645 which is significant at 0.05. This demonstrates that Project period has a positive correlation with Private sector participation in PPPs. The Pearson Correlation coefficient (R-value of 0.645 indicates a large relationship between Project period and Private sector participation in PPPs. The results indicate a positive relationship between Project period and Private sector participation in PPPs at the Cape Coast Metropolitan

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Assembly, Ghana. This positive connection between the two variables (independent and the dependent) is confirmed by the t-test result which also showed a significant outcome as it can be seen in table 18 below.

Table 18: T-Value on the Relationship between Project period and Private sector participation in PPPs

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.977	0.112		8.723	.000
Project Period	0.721	0.178	0.632	4.051	.000

a. Dependent Variable: PRIVATE SECTOR PARTICIPATION IN PPPS

Source: Field survey (2022)

The table in the SPSS output labelled coefficients (table 18) provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The significant value p= 0.000 is less than 0.05 for both the independent variable and the constant. Pallant (2015) points out that a significant value of <0.05 indicates that the independent variable has a significant impact on the dependent variable. It can therefore be concluded that, Project period has a significant impact on the Private sector participation in PPPs at the Cape Coast Metropolitan Assembly, Ghana. The table further showed a Beta of 0.632 which indicates a strong impact of the independent variable on the dependent.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Table 19: Model Summary of Project period on Private sector participation in PPPs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.632	.399	.396	.000

a. Predictors: (Constant), Project period

b. Dependent Variable: Private sector participation in PPPs

Source: Field survey (2022)

The result from Table 19 shows the R- Correlation Coefficient and the R-Square-Coefficient of Determination. The R Square value of 0.399 indicates that about 39.9% of the variation in the Private sector participation in PPPs at Cape Coast is accounted for by Project period, the remaining variation may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R-value of 0.632 indicates a large relationship between Project period and Private sector participation in PPPs. The results indicate a positive relationship between Project period and Private sector participation in PPPs at Cape Coast.

The study found that project period greatly influences private sector participation in public-private partnerships in Cape Coast, Ghana. The study revealed that systems delay, length of project cycle influence private sector participation in public-private partnerships in Cape Coast, Ghana, in a great extent. The study also found that frequency of partners' interactions influences private sector participation in public-private partnerships in Cape Coast, Ghana, in a moderate extent.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

These findings are consistent with UNECE (2008) report the most countries private sector participation in the implementation of public private partnerships projects is applying the “no service, no pay” principle that ensures the private partner is incentivized for timely delivery and operation of project assets. Better overall governance by private sector entities enables the private partner to have better control of cost overruns contrary to traditional public procurements which are often characterized by significant construction delays and cost overruns.

Chapter Summary

The chapter has provided an analysis of the data with respect to the key objectives of the study. The chapter began with a provision of key descriptive characteristics to understand the nature of the respondents of this study. The first objective indicated that Project funding had a positive significant effect on participation in implementation of PPP projects at the Cape Coast Metropolitan assembly. The second objective established those Technological requirements had a positive significant effect on participation in implementation of PPP projects at the Cape Coast Metropolitan assembly. The third objective showed that Ease of Doing Business had a positive significant effect on participation in implementation of PPP projects at the Cape Coast Metropolitan assembly. Finally, the study also showed a positive significant effect of Project period on participation in implementation of PPP projects at the Cape Coast Metropolitan assembly.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

With reference to the findings identified in the previous chapter, this chapter presents a summary of the findings that emerged from the study and data analysis. It draws conclusions and makes recommendations on how best they can sustain and promote private sector participation in the implementation of public private partnerships projects in Ghana focusing at public-private partnerships based in Cape Coast. Finally, the suggestion for future research is also made.

Summary of the Study

The purpose of the study is to establish the determinants of private sector participation in the implementation of public private partnerships projects in Ghana focusing at public-private partnerships based in Cape Coast. There were four main specific objectives, which the study aimed to achieve, and these included:

1. to determine the influence of project funding on private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana,
2. to assess the influence of technological requirements on private sector participation in public-private partnerships in Cape Coast, Ghana,
3. to find out the influence of ease of doing business on private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana, and

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

4. to determine the influence of project period on private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana.

The study was based on the views of 68 employees from the Cape Coast Metropolitan Assembly. A self-administered questionnaire was the main research instrument. The questionnaire contained several questions (items) and was subdivided into subscales. The maximum and minimum score for each question ranged from 5 to 1 where 5 stands for Strongly Agreed, 4 is Agreed, 3 is Neutral, 2 is Disagreed and 1, Strongly Disagreed.

Key Findings

The results from the survey were analysed with the help of the Statistical Package for the Social Sciences (SPSS 26.0 version) software. The major findings as they related to the specific objectives of the study had been summarized as follows. The first research objective sought to assess the influence of project funding on private sector participation in the implementation of public private partnerships projects. The study found that project funding influence private sector participation in public-private partnerships in Cape Coast, Ghana, greatly. Moreover, it was clear that huge capital outlay, risk and risk management and timeliness in government funds greatly influence the private sector participation in public-private partnerships in Cape Coast, Ghana. Further the study revealed that distribution of costs moderately influences the private sector participation in public-private partnerships in Cape Coast, Ghana.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

The second objective of the study was to find out the influence of technological requirements on private sector participation in public-private partnerships in Cape Coast, Ghana. With this the study found that technological requirements influence private sector participation in public-private partnerships in Cape Coast, Ghana, greatly. The study revealed that multi-project capacity, ease of use and applicability influence the private sector participation in public-private partnerships in Cape Coast, Ghana, in a great extent. The study revealed that perceived usefulness influences private sector participation in public-private partnerships in Cape Coast, Ghana, greatly. Nevertheless, the study found that compatibility or integration with other systems moderately influence private sector participation in public-private partnerships in Cape Coast, Ghana, while advancement influence the private sector participation in public-private partnerships in Cape Coast, Ghana, in a little extent.

Moreover, the third research objective sought to determine the influence of ease of doing business on private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana. The study revealed that ease of doing business moderately influence private sector participation in public-private partnerships in Cape Coast, Ghana. The further found that nature and extent of bureaucracy, operational complexity and labor mobility greatly influence private sector participation in public-private partnerships in Cape Coast, Ghana. Moreover, the study specified that allocation of resources influence private sector participation in public-private partnerships in Cape Coast, Ghana, in a little extent.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Finally, the fourth research objective sought to investigate the influence of project period on private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana. The study found that project period greatly influences private sector participation in public-private partnerships in Cape Coast, Ghana. The study revealed that systems delay, length of project cycle influence private sector participation in public-private partnerships in Cape Coast, Ghana, in a great extent. The study also found that frequency of partners' interactions influences private sector participation in public-private partnerships in Cape Coast, Ghana, in a moderate extent.

Conclusions

The study concluded project funding influences private sector participation in the implementation of public private partnerships projects in Cape Coast greatly and significantly. It was clear that private sector participation in public-private partnerships in Cape Coast, Ghana, are greatly affected by the huge capital outlay, risk and risk management as well as timeliness in government funds. Moreover, it was clear that distribution of costs among the stakeholders have a moderate influence on the private sector participation in public-private partnerships in Cape Coast, Ghana.

Further the study concluded that technological requirements influence sector participation in public-private partnerships in Cape Coast, Ghana, greatly and positively. This was attributed to the facts that multi-project capacity; ease of use and applicability and perceived usefulness have great influences on private sector participation in public-private partnerships in Cape Coast, Ghana. However,

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

the study established that compatibility or integration with other systems have a moderate influence on private sector participation in public-private partnerships in Cape Coast, Ghana.

The study also concluded that ease of doing business greatly and significantly influences private sector participation in the implementation of public private partnerships projects in Cape Coast, Ghana. This was as a result of great effect on private sector participation in public-private partnerships in Cape Coast, Ghana, by nature and extent of bureaucracy, operational complexity and labor mobility and little influence posed by allocation of resources.

Finally, the study concluded that project period influences private sector participation in the implementation of public private partnerships projects greatly. It was clear that delay in systems, length of project cycle greatly influences private sector participation in public-private partnerships in Cape Coast, Ghana. Moreover, it was established that frequency of partners' interactions influences private sector participation in public-private partnerships in Cape Coast, Ghana, moderately.

Recommendation

The study recommends that the Government should ensure that Contracting Authorities are adequately funded to undertake relevant studies for effective implementation of PPPs. To be successful, PPP projects should be attractive to the private sector i.e., have a strong business case or satisfy key commercial terms. This may require a feasibility analysis to establish whether the project makes sense at all and if it has the potential to be implemented as a PPP. The PPP policy emphasizes feasibility of a project as a condition precedent in delivering a successful project

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

and states that a good and comprehensive feasibility study has to be undertaken to assess, among other criteria; affordability of project to both Government and the general public, bankability to attract private sector to commit finances in a project, value for money, optimal risk allocation among the parties, economic and social benefits and citizens empowerment.

The government should promote the transparency in the different phases of Public-Private-Partnership projects through a legislative action and combat corruption. The transparency should include the open information of the procedures of a Public-Private-Partnership project which entails the different phases of evaluation; implementation and post-implementation of the project should be open to the public. The government should create a guarantee fund for infrastructure projects to supply with enough guarantees to mitigate some risks such as economic or political during the lifetime of the project.

The Government should also foster the private participation in Public-Private-Partnership projects, develop a strong and independent monitoring unit for the maintenance of the project, ensure the proper allocation of the risk by including risk-management experts, include private partners from the beginning of the project and provide economic incentives. The state corporations, contractors and other stakeholders in the construction industry should utilize the study to profit the organization by critically understanding the factors that influence the performance of Public-Private-Partnerships and also devise strategies to mitigate the constraining factors and challenges of Public-Private-Partnership so as to ensure a successful Public-Private-Partnership is attained by benefiting all parties.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Suggestions for Further Research

This study was based on quantitative analysis, as a result, the employees were not able to describe the situation and explain in detail the reasons behind the answers that were given. In view of this soon, the mixed method (that is, both qualitative and quantitative) methods should be used. This will help the study results to reach a definite conclusion as both methods will complement each other's weaknesses. Moving from project management perspective to stakeholder analysis, future studies should explicitly assess of the level of stakeholder involvement, their opinions and views on PPP implementation in Ghana. Studies should also focus on examining the policy and legal framework as well as bottlenecks affecting implementation of PPP in Ghana.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

REFERENCES

Achieng, O. O. (2013). *Performance measurement approaches in public-Private partnership in Kenya.* Doctoral dissertation, University of Nairobi.

Airoldi, M., Chua, J., Gerbert, P., Justus, J. & Rilo, R. (2013). *Meeting the Infrastructure Challenge with Public-Private Partnerships: Bridging the Gap.* Retrieved August 22, 2014, from BCG Perspectives: https://www.bcgperspectives.com/content/articles/public_sector_transportation_travel_tourism_meeting_the_infrastructure_challenge_with_public_private_partnerships/

Anbil, S., Carlson, M. A., & Styczynski, M. F. (2021). The effect of the PPPLF on PPP lending by commercial banks.

Anopchenko, T., Gorbaneva, O., Lazareva, E., Murzin, A., & Ougolnitsky, G. (2019). Modeling public—private partnerships in innovative economy: A regional aspect. *Sustainability*, *11*(20), 5588.

Arimoro, A. (2018). An appraisal of the framework for public private partnership in South Africa. *Eur. Procurement & Pub. Private Partnership L. Rev.*, *13*, 214.

Atieno, O. J. (2014). *Implementation of Public Private Partnerships in Kenya's Public Sector*. Doctoral dissertation, University of Nairobi.

Austria, S. A. (2013). *PPP is NOT Privatization.* Retrieved from PPP Center: http://ppp.gov.ph/?p=14948

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Balyuk, T., Prabhala, N. R., & Puri, M. (2020). *Indirect costs of government aid and intermediary supply effects: Lessons from the paycheck protection program* (No. w28114). National Bureau of Economic Research.

Barney, J. B. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management* 17(1), 99-120.

Beh, L. S. (2010). Development and Distortion of Malaysian Public Private Partnerships– Patronage, Privatized Profits and Pitfalls. *Australian Journal of Public Administration* 6(9), 74-84.

Bhattacharya, A., Romani, M. & Stern, M. (2012). *Infrastructure financing: Meeting the challenges.* London: Grantham Research Institute.

Blankenburg, D. & Johanson, J. (1992). Managing network connections in international business. *Scandinavian International Business Review*, 1(1), 2.

Bohme, A. (2010). Public-Private Partnerships in the MENA Region in Times of Crisis: Current Trends in Private Sector Participation and PPP Policy Evaluation in MENA. IEMed Mediterrenean Yearbook.

Briceño-Garmendia, C., Smits, K. & Foster, V. (2008). Financing public infrastructure in sub-Saharan Africa: Patterns and emerging issues. *Background Paper*, *15*. 70.

Buse, K. & Tanaka, S. (2011). Global Public-Private Health Partnerships: lessons learned from ten years of experience and evaluation. *International dental journal*, 61(2), 2-10.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Capital, A. (2010). Public private partnerships–the answer to Nigeria's infrastructure problems? *Alitheia Capital*. 51(2), 51-78.

Casady, C. B., Eriksson, K., Levitt, R. E., & Scott, W. R. (2020). (Re) defining public-private partnerships (PPPs) in the new public governance (NPG) paradigm: an institutional maturity perspective. *Public Management Review*, *22*(2), 161-183.

Chartri., A.K. (2012). *Public Private Partnerships in Solid Waste Management Potential and Strategies, India PVT LTD*. Pearson Education India.

Cheboiwo, J. K., Nasroun, T. H., Mwamakimbullah, R., Kyeyune, R. K., & Mutaganda, A. (2018). Public Private Partnership (PPP) in Forest Sector in Eastern Africa. Synthesis of Primary and Secondary Production Actors, and Trade. *Journal of Economics and Sustainable Development*, *9*, 43-58.

Cheung, E. (2009). *Developing a best practice framework for implementing public private partnerships (PPP) in Hong Kong*. Unpublished Doctoral Dissertation: Queensland University of Technology

Chima, P., & Kasim, U. (2018). Public-private partnership as a strategy for e-governance funding in Africa: The gains and the pains. *International Journal of Public Policy and Administration Research*, *5*(2), 37-47.

Deepa N. (2015). *Rang De: Social Investment, Innovations in Micro Finance- An Ease of Doing Business. Ease of Doing Business: Contemporary, Issues, Challenges & Future Scope (Pp. 191-194)*. Ahmedabad: Gujarat Technological University.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Delmon, J. (2017). *Public-private partnership projects in infrastructure: an essential guide for policy makers*. Cambridge University Press.

Engel, E. M., Fischer, R. D. & Galetovic, A. (2010). The economics of infrastructure finance: Public-private partnerships versus public provision. *EIB papers*, 15(1), 40-69.

Enshassi, A. & Kumaraswamy, M. (2009). Delays and cost overruns in the construction projects in the Gaza Strip. *Journal of Financial Management of Property and Construction*, 14(2), 126-151.

Eschenfelder, B. (2011). Funder-initiated integration. *Nonprofit Management and Leadership*, 21(3), 273-288.

Farquharson, E., Torres, C., Yescombe, E. & Encinas, J. (2011). How to Engage with the Private Sector in Public-Private Partnerships in Emerging Markets. *Public-Private Infrastructure Advisory Facility*, 45(3), 1-198. 71

Feng, K., Wang, S., Li, N., Wu, C., & Xiong, W. (2018). Balancing public and private interests through optimization of concession agreement design for user-pay PPP projects. *Journal of Civil Engineering and Management*, *24*(2), 116-129.

Ferreira, D. C., & Marques, R. C. (2021). Public-private partnerships in health care services: Do they outperform public hospitals regarding quality and access? Evidence from Portugal. *Socio-Economic Planning Sciences*, *73*, 100798.

Gatti, S. (2013). *Project finance in theory and practice: designing, structuring, and financing private and public projects*. Academic Press.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Godwyn, M. & Gittell, J. H. (2011). *Sociology of organizations: Structures and relationships*. London; Sage Publications.

Goebel, V. (2019). Drivers for voluntary intellectual capital reporting based on agency theory. *Journal of Intellectual Capital*.

Gordon, R., Nell, M. & Bertoldi, A. (2007). Overview of urban land as a commodity in South Africa: research findings and recommendations. *Report submitted to Matthewed Nell and Associates. June*.

Government of Kenya, (2012). *Public Sector Stakeholders Partnership Report Document.* Office of the Prime Minister.

Gündoğdu, A. Ş. (2019). Determinants of success in Islamic public-private partnership projects (PPPs) in the context of SDGs. *Turkish Journal Of Islamic Economics-Tujise*.

Guth, W. D. & MacMillan, I. (1986). Strategy Implementation versus Middle Management Self - Interest. *Strategic Management Journal* 7 (1),25-41.

Hillman, A. J., Withers, M. C. & Collins, B. J. (2009). Resource Dependence Theory: A Review. *Journal of Management*, 5(32),1-24.

Hitesh, G. (2015). *Ease of Doing Business in India: An Overview of Issues and Recent Developments. Ease of Doing Business: Contemporary, Issues, Challenges & Future Scope (Pp. 118-131).* Ahmedabad: Gujarat Technological University.

Hodge, G. & Greve, C. (2013). Public-Private Partnership: A Contemporary Research Agenda. *Paper for the Public-Private Partnership Conference Series* 41

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Hodson, M., Evans, J., & Schliwa, G. (2018). Conditioning experimentation: The struggle for place-based discretion in shaping urban infrastructures. *Environment and planning C: Politics and Space*, *36*(8), 1480-1498.

Ivanov, O., Zavyalova, E., & Ryazantsev, S. (2019). PUBLIC-PRIVATE PARTNERSHIP IN THE COUNTRIES OF THE EURASIAN ECONOMIC UNION. *Central Asia & the Caucasus (14046091)*, *20*(2).

Jean-Quartier, C., Rey Mazón, M., Lovrić, M., & Stryeck, S. (2022). Collaborative Data Use between Private and Public Stakeholders—A Regional Case Study. *Data*, *7*(2), 20.

Kamande, M. M. (2014). *Factors Influencing Partnerships Between Non-Governmental Organizations and Selected Private Sector Organisations: A Case of Organizations in Nairobi County*. Doctoral dissertation, University of Nairobi.

Katzenbach, J. R. & Smith, D. K. (2015). *The wisdom of teams: Creating the high-performance organization*. Harvard Business Review Press.

Keller, E. F. (2010). *The mirage of a space between nature and nurture*. Duke University Press.

King'oo, C. K. (2015). *Determinants of public private partnership in solid waste management: the case of Mombasa County, Kenya*. Doctoral dissertation, University of Nairobi.

Koimett, E. (2013). *Public-Private Partnerships in Kenya.* Nairobi: Ministry of Finance.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Kombo, D.K & Tromp, D. A. (2010). *Proposal Writing and Theses Proposal*: An introduction Paulines Publications, Nairobi.

Koschmann, M., Kuhn, T. & Pfarrer, M. (2012). A Communicative Framework in Cross Sector Partnerships. *Academy of Management Review*, 3(3), 332-354.

Krejcie, R. V. & Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30, 607-610.

Kwak, Y. & Chih, Y. (2009). Towards a comprehensive understanding of public private partnerships for infrastructure development. *California Management Review* 51(2), 51-78.

Kwofie, T. E., Aigbavboa, C. O., & Thwala, W. D. (2019). Communication performance challenges in PPP projects: cases of Ghana and South Africa. *Built Environment Project and Asset Management*.

Kwofie, T. E., Aigbavboa, C. O., & Thwala, W. D. (2019). Communication performance challenges in PPP projects: cases of Ghana and South Africa. *Built Environment Project and Asset Management*.

Laffont, J. & Mattiford, D. (2002). *The Theory of incentives: The Principal Agent Model Princeton.* New Jersey: Princeton University Press.

Lagle, E. (2019). Public-Private Partnerships and Smart Growth: A Legislative Tool Kit for Public-Infrastructure Projects. *Pace Envtl. L. Rev.*, *37*, 211.

Laudon, K. C. & Laudon, J. P. (2016). *Management information system*. Pearson Education India.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Mangeni, B. (2019). The role of public-private partnerships (PPPs) in ensuring technology access for farmers in sub-Saharan Africa. *African Journal of Food, Agriculture, Nutrition and Development*, *19*(1), 14137-14155.

Mbugua, E. N. (2015). *Factors Influencing the Implementation of Public Private Partnership in Agricultural Projects in Kenya: A Case of Amiran and Youth Enterprise Development Fund Projects in Muranga County*. Doctoral dissertation, University of Nairobi.

Meidutē, I. & Paliulis, N. K. (2011). Feasibility study of public-private partnership. *International Journal of Strategic Property Management*, 15(3), 257-274.

Mondal, S. P., & Maitra, B. (2022). Deficits, Debt and Interest Rates in Sri Lanka: Does the Spillover of Foreign Interest Rates Matter?. *Margin: The Journal of Applied Economic Research*, *16*(1), 28-48.

Ng'ang'a, N. W. (2018). *Determinants of private sector participation in the implementation of public private partnerships projects in Kenya. A survey of public-private partnerships based in Mombasa County* (Doctoral dissertation).

Nord, J. H., Koohang, A., & Paliszkiewicz, J. (2019). The Internet of Things: Review and theoretical framework. *Expert Systems with Applications*, *133*, 97-108.

Oakland, J.S. & Marosszeky, M (2017). *Total construction management: Lean quality in construction project delivery*. New York, NY: Routledge.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Obayelu, A. E. (2018). Public-private partnerships for inclusive agribusiness sustainability in Africa. *Agriculturae Conspectus Scientificus*, *83*(3), 251-261.

Ogunlana, S. & Toor, G. (2009). Public-Private Partnership in infrastructure development: Case studies from Asia and Europe.

O'Leary, Z. (2017). *The essential guide to doing your research project*. Sage Publications.

Orodho, C.R. (2009). *Elements of Education and Social Science Research Methods. Second Education* Kenya: Kanezja Publishers 73

Osei-Kyei, R., & Chan, A. P. (2018). Public sector's perspective on implementing public–private partnership (PPP) policy in Ghana and Hong Kong. *Journal of Facilities Management*.

Osei-Kyei, R., & Chan, A. P. (2021). Reasons for governments adoption of public-private partnership. In *International Best Practices of Public-Private Partnership* (pp. 37-49). Springer, Singapore.

Osei-Kyei, R., Chan, A. P., Yu, Y., Chen, C., & Dansoh, A. (2019). Root causes of conflict and conflict resolution mechanisms in public-private partnerships: Comparative study between Ghana and China. *Cities*, *87*, 185-195.

Otungu, A., Nyongesa, J., Ochieng', E. & Kaburi, S. (2011). Strategic Management: The Link between Agency Theory and the company's Competitive Advantage. *International Journal of Business and Social Science,* 2, (23), 232-237.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Owusu-Manu, D. G., Adjei, T. K., Sackey, D. M., Edwards, D. J., & Hosseini, R. M. (2020). Mainstreaming sustainable development goals in Ghana's energy sector within the framework of public–private partnerships: challenges, opportunities and strategies. *Journal of Engineering, Design and Technology*.

Owusu-Manu, D. G., Edwards, D. J., Kukah, A. S., Parn, E. A., El-Gohary, H., & Hosseini, M. R. (2018). An empirical examination of moral hazards and adverse selection on PPP projects: A case study of Ghana. *Journal of Engineering, Design and Technology*.

Parlak, B., & Hashi, A. S. (2021). Public private partnership in selected countries: A comparative analysis. *University of South Florida M3 Center Publishing*, *5*(2021), 61.

Pfeffer, J. & Salancik, G. (1978). *The External Control of Organizations: A Resource Dependence Perspective.* New York: Harper & Row Publishers.

Prenkert, F. & Hallén, L. (2006). Conceptualising, delineating and analysing business networks. *European Journal of Marketing*, 40(3), 384-407.

Private Private Partnership Manual, (2004). Pretoria, South African National Treasury, Module I. Retrieved from http/Avww.ppp.gov.za/

Public Private Partnership (PPP) Guideline (2009), "Public-Private Partnership", Unit Prime Minister Department, Putrajaya.

Rahmawati, A., & Indonesia, U. M. (2018). How Do Agency Theory, Stewardship Theory and Intellectual Capital as a Solution for Agency Conflict. *Journal of Management Research*, *10*(2).

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Raval, D. A. (2015). An In-Depth Study of Political Environment and Mechanism (Democracy & Autocracy) In the Area of Ease of Doing Business. *Ease of Doing Business: Contemporary, Issues, Challenges & Future Scope*. Ahmedabad: Gujarat Technological University.

Reside, R. E. & Mendoza, A. M. (2010). *Determinants of outcomes of public-private partnerships (PPP) in infrastructure in Asia* (No. 2010, 03). Discussion paper//School of Economics, University of the Philippines.

Rostiyanti, S. F. & Tamin, R. Z. (2010). Identification of Challenges in Public Private Partnership Implementation for Indonesian Toll Road. *Proceedings of the First Makassar International Conference on Civil Engineering (MICCE2010)*, (pp. 1131-1136). Makassar.

Rumsey, C. & Langrall, C. W. (2016). Promoting mathematical argumentation. *Teaching Children Mathematics*, 22(7), 412-419.

Saunders, M., Lewis P. & Thornhill, A. (2009*). Research Methods for Business Students.* New Jersey: Prentice Hall.

Sharma, C. (2012). Determinants of PPP in infrastructure in developing economies. *Transforming Government: People, Process and Policy* 6(2),149-166.

Sheth, P. D. (2015). *Ease of Doing Business and Environmental Clearance for Infrastructure Projects in India. Ese of Doing Business: Contemporary Issues, Challenges & Future Scope. (Pp. 374-378).* Ahmedabad: Gujarat Technological University

Singh, C. P. (2015). *Ease of Doing Business an Efficiency Analysis: Government Vs Private Sector. Ease of Doing Business: Contemporary Issues,*

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Challenges & Future Scope (Pp. 89-98). Ahmedabad: Gujarat Technological University.

Smith, P. K. (2014). *Understanding school bullying: Its nature and prevention strategies*. London, Sage publications.

Song, L., & Zhou, Y. (2020). The COVID-19 pandemic and its impact on the global economy: what does it take to turn crisis into opportunity?. *China & World Economy*, *28*(4), 1-25.

Spackman, E. & Swayne, D. E. (2008). Domestic pigs have low susceptibility to H5N1 highly pathogenic avian influenza viruses. *PLoS pathogens*, 4(7), e1000102.

Srivastava, D. S. (2015). *Importance of Single Window Mechanism and Usage of Technology to Speed Up Procedures for Ease of Doing Business. Ease of Doing Business: Contemporary, Issues, Challenges & Future Scope (Pp. 99-110).* Ahmedabad: Gujarat Technological University.

Srour, I. M., Abdul-Malak, M. U., Yassine, A. A. & Ramadan, M. (2013). A methodology for scheduling overlapped design activities based on dependency information. *Automation in Construction*,7 (29), 1-11.

Stella, C. N. (2015). *Factors influencing funding of public private partnership road projects: the case of infrastructural development of Thika road in Kenya.* Doctoral dissertation, University of Nairobi.

Tariq, S., & Zhang, X. (2020). Critical failure drivers in international water PPP projects. *Journal of Infrastructure Systems*, *26*(4), 04020038.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Tchorly, J. T. (2020). *The development of a bidding and award process map for road PPP projects in Ghana*. University of Salford (United Kingdom).

Tokudo, A. (2005). The Critical Assessment of the Resource Based View of Strategic Management - The Source of Heterogenity of the Firm. *Ritsumeikan International Affairs*. (3),125-150.

Trochim, W. (2005). *Research Methods: The Concise Knowledge Base*. Atomic Dog. India

Tshombe, L. M., Molokwane, T., Nduhura, A., & Nuwagaba, I. (2020). An Analysis of Public-Private Partnerships in East Africa. *Research in World Economy*, *11*(5), 152-163.

United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), (2011) "A guidebook on: Public-Private Partnership in infrastructure" United Nations.

Vaghela, V. G. (2015). *Re: Think on Indian Tax Structure. Ease of Doing Business: Contemporary Issues, Challenges & Future Scope (Pp. 351-357).* Ahmedabad: Gujarat Technological University.

Vikrant G. & Vala, K. J. (2015). *Trading Across Borders: Scope of Enhancement Indian Perspective. Ease of Doing Business: Contemporary, Issues, Challenges & Future Scope (Pp. 142-148).* Ahmedabad: Gujarat Technical University.

Vitolla, F., Raimo, N., & Rubino, M. (2020). Board characteristics and integrated reporting quality: an agency theory perspective. *Corporate Social Responsibility and Environmental Management*, *27*(2), 1152-1163.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Waruhia, J. M., & Yusuf, M. INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON PERFORMANCE OF PUBLIC PRIVATE PARTNERSHIP PROJECTS IN KIAMBU COUNTY, KENYA.

Witters, L., Marom, R. & Steinert, K. (2012). The Role of Public Private Partnerships in Driving Innovation. *The Global Innovation Index*, 81-87.

Woldemariam, A. Z. (2019). Early Implementation of Infrastructure PPP in Africa: The Ethiopian Railway Experience 1894-1917. In *26th World Road CongressWorld Road Association (PIARC)*.

World Bank (2011). *Public Private Partnerships in Secondary School Education in India. A Background Paper prepared by the World Bank Group In support of International Conference on 'Public Private Partnerships in Secondary Education'. August 29 and 30, 2011, India.* Washington DC: World Bank.

Yin, R. K. (2011). *Applications of case study research*. London: Sage publications

Yuan, J., Skibniewski, M. & Zheng, L. (2010). Performance Objectives Selection Model in Public-Private Partnership Projects Based on the Perspective of Stakeholders. *Journal of Contemporary Research in Business*. 26(2), 89–104.

Yurdakul, H., Kamaşak, R., & Öztürk, T. Y. (2022). Macroeconomic drivers of Public Private Partnership (PPP) projects in low income and developing countries: A panel data analysis. *Borsa Istanbul Review*, *22*(1), 37-46.

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

Zhang, S. (2009). The use of performance information in external reporting on empirical study of UK. Executives agencies, *financial accountability and management* 11(1),1-17.

Zhao, Z. J., Su, G., & Li, D. (2018). The rise of public-private partnerships in China. *Journal of Chinese Governance*, *3*(2), 158-176.

Zikmund, W. G., Babin, B. J., Carr, J. C. & Griffin, M. (2013). *Business research methods*. Cengage Learning.

Zina, M., & OLeary, R. (2010). *The Essential Guide to Doing Your Research Project*. Los Angeles: CKG Publishers

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

APPENDICES

APPENDIX A: INTRODUCTORY LETTER

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT

Telephone: 03321 32440/32444 Ext. 219/220
Direct: 03321 37870
Telegrams: University, Cape Coast
Telex: 2552, UCC, GH.

UNIVERSITY POST OFFICE
CAPE COAST, GHANA

Dear Sir/Madam,

INTRODUCTORY LETTER FOR ENOCH YAW ASANTE

The bearer of this letter, ENOCH YAW ASANTE is an MBA (Management) student of the Department of Management, School of Business. He is writing his thesis on "**IMPLEMENTATION OF PUBLIC PRIVATE PARTNERSHIPS PROJECTS IN GHANA: A SURVEY OF PUBLIC PRIVATE PARTNERSHIPS BASED IN CAPE COAST**".

We would be grateful if you could assist him with the filling of the questionnaires and any other information that he may need to complete his work.

We appreciate your co-operation.

Yours faithfully,

Signed

N.O.O.

HEAD

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

APPENDIX B: QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT

Dear Respondent,

I am a student of University of Cape Coast, offering Master of Business Administration (Management) programme at the School of Business, Department of Management. This questionnaire is designed to ascertain information for my research work on the topic: "**IMPLEMENTATION OF PUBLIC PRIVATE PARTNERSHIPS PROJECTS IN GHANA: A SURVEY OF PUBLIC PRIVATE PARTNERSHIPS BASED IN CAPE COAST**". This research is in partial fulfilment of the requirement for the award of a Master of Business Administration Degree in Management at the University of Cape Coast.

All the answers you provide will be treated with the utmost confidentiality and for academic purpose only. Please feel free to answer the questions as candid as possible.

Thank you

Enoch Yaw Asante

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

SECTION A

SOCIO-DEMOGRAPHIC DATA OF RESPONDENTS

To answer a question, either tick [√] or write short notes on the space provided where necessary.

1. **Gender**:

a. Male [ ]

b. Female [ ]

2. Age:

a. Below 30 years [ ]

b. 31-40 years [ ]

c. 41-50 years [ ]

d. 51 years and above [ ]

3. Level of Education:

a. Diploma [ ]

b. 1st Degree [ ]

c. 2nd Degree [ ]

d. Professionals [ ]

4. Employees' Years of Work in the Organisation

a. 1-5 years [ ]

b. 6-10 years [ ]

c. 11-15years [ ]

d. 16 years and above [ ]

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

SECTION B: ***Determinants of Private Sector Participation in the Implementation of Public Private Partnerships Projects***

Please tick the level of agreement of the following statements as shown in the table.

Please indicate in the table with a tick (√) or a cross (×) with a scale of

1= Strongly Agree 2= Agree 3= Neutral 4= Disagree 5= Strongly Disagree

No	Project Funding	1	2	3	4	5
1.	There is a huge capital outlay					
2.	Distribution of costs					
3.	Timeliness in government funds					
4.	Risk and risk management					
5.	There is better coordination with the government provision of funds					
6.	The Cape Coast Metropolitan Assembly enjoys economies of scale in the allocation of PSP funds					
7.	The assembly is in charge of the funding on Governmental funds of projects					

No	Technological Requirements	1	2	3	4	5
1.	There is ease of use					
2.	Its applicability					

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

3.	Compatibility/Integration with other systems					
4.	Risk and risk management					
5.	Multi-project capacity					
6.	Its perceived usefulness					
7.	Advancement					

No	**Ease of Doing Business**	**1**	**2**	**3**	**4**	**5**
1.	Nature and extent of bureaucracy					
2.	Labor mobility					
3.	Allocation of resources					
4.	Operational complexity					

No	**Project Period**	**1**	**2**	**3**	**4**	**5**
1.	Nature and extent of bureaucracy					

Digitized by Sam Jonah Library

©University of Cape Coast https://ir.ucc.edu.gh/xmlui

2.	Labor mobility					
3.	Allocation of resources					
4.	Operational complexity					

No	**Private Sector Participation**	**1**	**2**	**3**	**4**	**5**
1.	Number of PPP projects					
2.	Level of partner's involvement					
3.	Number of projects applications					
4.	Completion and Use of Projects					

THANK YOU FOR PARTICIPATING

Digitized by Sam Jonah Library