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**INFLUENCE OF PROMOTION OF PRIVATE SECTOR ENGAGEMENT ON PROJECT OUTCOMES IN UNITED NATIONS
AGENCIES IN KENYA**

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ABSTRACT

This study addressed the influence of Promotion of private sector engagement on project outcomes within United Nations Agencies in Kenya. The main objective of the study is to establish the influence of constrained programming on project outcomes within United Nations' Agencies in Kenya. The study adopted a descriptive research design guided by cross sectional survey. The target population was Country Directors, Executive Directors, Program Directors, Project Directors, Project Managers and Program Managers from the ten (10) UN Agencies in Kenya. A census of 233 was derived from the population. A pilot was conducted to ascertain the reliability and validity of the instrument. Data collected from the respondents was captured in SPSS version 24 and analyzed using both descriptive and inferential statistics (correlation analysis and multiple regressions) to establish hypothesized relationships between the variables. The moderating effect was tested using the Baron and Kenny model. The results of the analysis was presented in form of tables, graphs and charts for easier understanding of information. The output given from the findings indicate that there is a significant positive relationship between the components of promotion of private sector engagement on Project outcomes in UN agencies.

Key words: Collaborations, Externally Trained Staff, Project Forums, Workshops, Supply Partnerships, Project Environment Framework, United Nations' Agencies

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INTRODUCTION

Humanitarian aid represents a commitment to support vulnerable host populations that have experienced a sudden emergency, requiring ongoing assistance to maintain or improve their quality of life. Over the past 15 years the number of humanitarian agencies, private organizations, governments (taxpayers), corporations, individuals and other stakeholders have grown enormously. This group of diverse donors have differing mandates, values, goals, strategies, actors and activities, but most function under one universal humanitarian principle: to protect the vulnerable by decreasing morbidity and mortality, alleviate suffering and enhance well-being, human dignity, and quality of life (UNDAF, 2017).

The impact of the global economic crisis is only just starting to be felt in the data behind government budgets. Despite a 4% fall in gross national income across the Organization for Economic Co-operation and Humanitarian (OECD) economies in 2013, official humanitarian assistance (ODA) grew in both 2013 and 2016. Gross National Income (GNI) recovered in 2016 and 2011 OECD donor ODA fell by 3% in 2011. Meanwhile appeals have also been at record levels, with US\$11.3 billion requested by the UN and partners in 2016 more than five times that of 2000. Worryingly this rise in official appeals has apparently been met with increased pressure on donor government finances, with the proportion of unmet appeal amount reaching 37% in both 2016 and 2011, a rise in 10% from previous years (Bendell & Murphy, 2016).

The monitoring system also highlighted larger issues about targeting, diversion and reliance on informal Internally Displaced Persons (IDP) camp administrators, through whom aid agencies largely had to negotiate security and access, which would not have been picked up without the qualitative data collection (Dunn, Brewin & Sceck, 2014). The ODI paper outlines how aid agencies were seemingly

faced with an impossible choice, to either agree to Al-Shabaab's extreme conditions in order to provide aid to those in dire need at a time of famine, or to simply withdraw from their areas of control.

Kenya Emergency and Disaster Report (2015) notes that Kenya has a complicated disaster profile dominated by natural and technological disasters. Generally, some of these include droughts, fire, floods, terrorism, technological accidents, diseases and epidemics. These have adverse socio economic, health and political impacts on the country. Like in most developing countries, disasters in Kenya disrupt people's livelihoods, destroy the infrastructure, divert planned use of resources, interrupt economic activities and retard development. Most people have been affected, property and public utilities damaged, causing a general rise in the rate of economic losses.

The Kenya UNDAF presents the United Nations System's intended areas of collaboration with national, sub-national and local stakeholders for this period. It is the fourth generation UNDAF in Kenya, and it is the first in that country to adopt the Delivering as One (DaO) approach. The 2014-2018 Kenya UNDAF was designed to align with the GoK's national humanitarian priorities, the Millennium Humanitarian Goals (MDGs), and with other key internationally agreed humanitarian goals and principles (UNHG, 2017).

United Nations invests multi-million dollars in various international projects worldwide each year. In 2012-2013 the United Nations through the General Assembly approved the biennium regular budget for USD 5,152 million (UN, 2011), part of this budget was spent in internal projects. Given the fact that the United Nations has guidance on efficiency of the administrative and financial functioning (UN General Assembly Resolution: A/RES/48/218 1993) and their own framework of projects evaluation under United Nations Evaluation Group (UNEG) named "Standards

for Evaluation in the UN System” (UNEG, 2015) and “Norms for Evaluation in the UN System” (UNEG, 2015), the application of the framework in practice still needs significant improvement to become efficient and effective organization in reaching their objective (One Response, 2012).

Statement of the Problem

The number of people in need of humanitarian assistance rose from 1.6 million in January 2017 to 2.4 million in June 2017. The Government now estimates food beneficiary population at more than 4 million. Most of the highly food insecure people identified are pastoralists, poor urban households and agro-pastoralists (Herfkens, 2016).

African Humanitarian Bank Group (2014) identified the lack of adequate human resource and transport services during disaster management which influenced project outcomes in Indonesia. The study identified the challenges but did not seek to establish solutions. Narasimhan and Jayaram (2011) conducted a study to establish the project practices being implemented by humanitarian organizations in Nigeria and their impact on project outcomes. The study did not evaluate the effect of the challenges or identify possible solutions to the challenges faced.

Blecken (2016) identified the challenges of programming with respect to different types of disasters, phases of disaster relief and the type of humanitarian organization in Uganda. The study was, however based on Uganda as a case study. Country environment and dynamics differ from country to country. Most of the previous research has mainly focused on Nigeria and Uganda whose operating environment is different from that of the world in Kenya. Therefore, \more research needs to be conducted on the constrained programming and more specifically on the relationship between constrained programming as a project coordination strategy and performance of project outcomes in Kenya. This research aimed at bridging the knowledge

gap of how constrained programming influences performance of project outcomes in Kenya.

Objectives of the study

The main objective of the study was to establish the influence of promotion of private sector engagement on project outcomes in United Nations’ Agencies in Kenya. The specific objectives were:-

- To establish the influence of Number of Collaborations on project outcomes in United Nations’ Agencies in Kenya
- To ascertain the influence of Remediation of Number of externally trained staff on project outcomes in United Nations’ Agencies in Kenya.
- To determine the influence of Forums and workshops on project outcomes in United Nations’ Agencies in Kenya.
- To examine the influence of promotion of Supply Partnerships on project outcomes in United Nations’ Agencies in Kenya
- To establish the moderating effect of project environment on the relationship between promotion of private sector engagement and project outcomes within United Nations’ Agencies in Kenya.

Research Hypotheses

- **H_{a1}** There is a significant positive relationship between Number of Collaborations and project outcomes within United Nations’ Agencies in Kenya
- **H_{a2}** There is a significant positive relationship between Number of externally trained staff and project outcomes within United Nations’ Agencies in Kenya.
- **H_{a3}** There is a significant positive relationship between Forums and workshops and project outcomes within United Nations’ Agencies in Kenya.
- **H_{a4}** There is a significant positive relationship between Supply Partnerships and project

outcomes within United Nations' Agencies in Kenya

- **H_{a5}** Project environment has a positive moderating influence on the relationship between promotion of private sector engagement and project outcomes within United Nations' Agencies in Kenya.

LITERATURE REVIEW

Theoretical Review

Theory of Constraints

The basic premises of the Theory of Constraints assume that people can think, they are good and systems are simple (Kweyu, 2013). Yet, there must be something missing. Why do good, thinking people have so much trouble with projects? After all, projects are simply a set of tasks which must all be done within some precedence order before the project is complete. What is missing? It must be something that is a hidden understanding of how project systems perform. Or, it must be something acting upon the project management system: good, thinking people that do things to actually make the problems worse.

Theory of Constraints argues that an organization facing challenges in cost management, poor performance and chronic conflicts is as a result of poor management practices and lack of necessary intervention. Eliyahu developed the theory of constraints in the early 1980s to help organizations decide what to change, identify a desirable new condition and how to trigger the change. He recommended first identifying the main factors affecting budget estimates in an organization. He then suggested that the managers figure out how to handle the constraints or barrier to success within prescribed budget. By focusing on fixing the main problem, overall performance could be improved (Maxwell et. al, 2015).

Additionally, Lattimer and Berther (2016) observed that most organizations fail to examine their operations as a whole when developing cost

estimates (Belliveau, 2015). By focusing only on short-term goals, long-term success becomes jeopardized so he suggested establishing a long-term view. According to this theory, all systems operate in an environment of cause and effect. One event causes another to happen thus prompting for factors analysis as a measure.

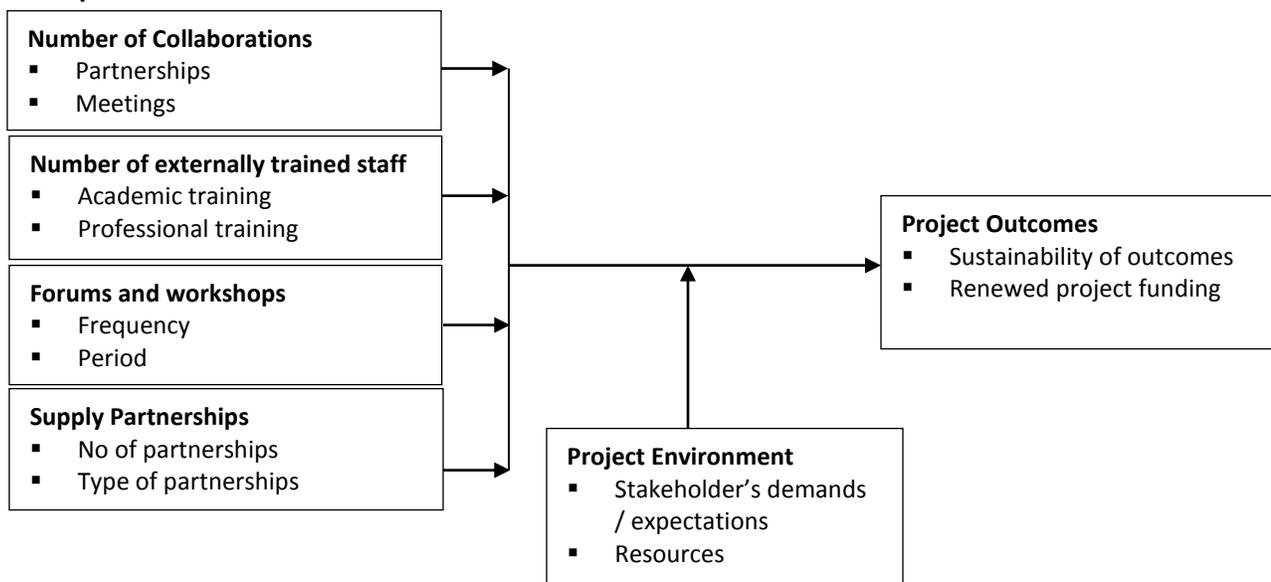
Adherence to cost estimates is either a constraint or has the potential to become a constraint. This cause-and-effect relationship can be very complex, especially in complex systems such as those of construction projects. Capturing the essence of cause and effect within the system and identifying factors that emulate these relationships are the keys to system performance and excellent adherence to cost estimates (Bradbury, 2011).

The Theory of Constraints (TOC) approach focuses on successful on-time completion of the entire project. According to TOC, the main constraint in any project is the time taken for completion of the critical chain. Therefore emphasis is laid on completing activities in the critical chain without wasting any time. Hence, cutting safety time from individual activities eliminates the major cause of time wastage, thereby removing the constraint. However, this does not mean that the project is to be left unprotected against any unforeseen delays in any individual activity. The project is to be guarded against delays by providing time buffers (Nadig, 2012).

Projects involve a high level of uncertainty and depend heavily on the contributions of individuals. Project manager needs to work with different departments involved in the project to estimate lead times so that they meet the needs of the critical chain. The critical chain concept starts with a set of talented and driven project managers and assumes that the resource constraints are within the scope of the project but not in its leadership (Soriano, 2013). This theory is relevant to this study because it emphasizes the need to operate within preexisting constraints. It shows the need for the analysis of the constraints that the projects face in order to achieve

the desired outcomes. It therefore, supports the need for project capacity strengthening.

Conceptual Framework



Independent Variables

Moderating Variable

Dependent Variable

Figure 1: Conceptual Framework

Source: (Author, 2019)

Promotion of Private Sector Engagement

The private sector generates 90 percent of jobs, funds 60 percent of all investments and provides over 80 percent of all government revenues in developing countries (UNOCHA, 2012). In the space, private sector engagement (PSE) has begun to increase in recent years in acknowledgement of its capacity to provide critical assistance in times of an emergency. At the community and national level, the private sector has the ability to re-stimulate the local economy, reduce costs, and empower those affected in determining their own recovery. In large emergencies where local capacities are not well developed, Ali and Gelsdorf (2012) note that there is often also a role for external actors to bring in additional expertise (beyond the contribution of additional funding and in-kind resources). In these partnerships, Ambroso, Janz, Lee and Salomons (2013) observe that NGOs, governments and civil society are able to complement their

contextual understandings of vulnerable communities with the technical know-how and efficiency of their private sector partners. At present, there is an emphasis in the Australian government on the role of the private sector in promoting humanitarian and facilitating aid, evidenced with the recent launch of DFAT's \$140 million humanitarian innovation fund. As a result, CARE Australia will need to foster competitive approaches to engage this trend, reviewing their current strategy in order to sustainably and effectively enhance the benefits garnered from their work, whether that be in response, recovery or preparedness.

Project environment

According to Dewsnap and Hart, a number of studies have been conducted to identify environmental factors that influence the success of project outcomes. The UN developed a framework for critical success factors of project outcomes. They classify the

factors into four groups, factors related to the project, factors related to the project manager and team members, factors related to the organization, and factors related to the external environment. Variables that measure external environmental factors include the political environment, economic environment and social environment.

Maxwell et al. (2015) developed a conceptual critical success factor model for project outcomes. The identified factors were classified into seven main groups, namely, external factors, institutional factors, project related factors, factors related to project management and team members, factors related to project managers, factors related to clients, and factors related to contractors. The variables measuring external factors include the political environment, economic environment and social environment, among others. Morgan and Hunt (2012) studied project success factors in different organizational conditions.

Project Outcomes

Natural and man-made disasters have significantly increased in magnitude and frequency in recent years. This can be attributed to climate change and increase in terrorist activities in different parts of the world. According to the United Nations, natural disasters over the next years will become more severe, often and destructive (UNOCHA, 2012). Within a year there are approximately 150,000 deaths and 200 million people who are impaired by the devastating consequences of crisis and natural disasters (GHP, 2017).

Kenya has had its fair share of natural disasters which include; drought, famine, floods, food insecurity, diseases and manmade disasters like war and conflict, particularly with the increase of terrorist activities in the country. An extensive relief community has developed since the Second World War (Svoboda, 2015). This includes multilateral agencies like the

United Nations, World Food Programme, Oxfam, Care International, Mediciens sans Frontieres and The International Committee of the Red Cross. These international organizations are supported heavily by governments, multinational organizations, NGO's, corporates and individuals (GHP, 2017).

Empirical Review

Promotion Private Sector Engagement and Project Outcomes

As Lattimer and Berther (2016) affirm in a study, 'the private sector is infinitely creative and infinitely resilient' and thus, where appropriate, agencies should seek to access local workers, supplies and knowledge as opposed to bringing in international private sector support. There is a risk of seeing the engagement of the private sector as an ends-in-itself rather than appraising the costs and benefits of each partnership individually. While there is often a sense of obligation in terms of using donated goods and services, a needs-based approach should be taken to so that disaster affected communities remain at the Centre of response planning, programming and implementation. For this reason, local markets and supply chains need to be considered in the engagement of the private sector with the risk that employing external organizations may manifestly disrupt local economics and the recovery process (Lattimer & Berther, 2016).

A study by Kenya Institute for Public Policy Research and Analysis (2015) notes that if one of the primary risks to the value of potential partnerships is the existence of an incongruence between organization motivations, then it is important that within the framework of a PSE that there is at least a shared vision of what is to be achieved. Creating then clear incentives for each partner, mutually agreed goals should be determined with transparency and honesty, so that the partnership ultimately becomes of invested interest to both parties.

The particular value of long-term partnerships was also identified by Maxwell et al. (2015) in their assessment of PSE in the sphere. As contracts, codes of conduct, partnership objectives and dispute resolution mechanisms are pre-established and long-set, when disaster strikes, partners are in a better position to follow a routine and respond rapidly and effectively. Agencies need to strengthen their own processes around such partnerships, developing policies on PSE to ensure clarity and transparency of engagement from the onset. Meaningful and innovative collaborations often result from the establishment trust and thus it is important to approach NGO-PSE with openness and honesty from both sides about their objects and intentions.

METHODOLOGY

The study adopted a descriptive research design guided by cross sectional survey in order to provide a framework to examine current conditions, trends and status of events. Descriptive research design is more investigative and focuses on a particular variable factor. The research was guided by positivism paradigm which asserts that real events can be observed empirically and explained with logical analysis. This study was restricted to four (4) programmes and 14 projects implemented by 10 UN agencies in Kenya over the last four years. The study respondents included Country Directors, Executive Directors, Program Directors, Project Directors, Program managers and Project managers (total=233) in charge of realization of the thirteen project outcomes.

This study adopted questionnaires as data collection instruments. Questionnaires are the most commonly used when respondents can be reached and are willing to cooperate. Based on the objectives, this study adopted multiple regression which generated a weighted estimation to be used to predict values for the dependent variables from several independent variable values (Cooper & Schindler, 2011). The overall multiple regression models was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where

Y = the value of variable dependent variable (Project Outcomes)

{ β_i ; $i = 1.2.3.4$ } = The coefficient of values representing the various independent variables.

β_0 = The Y intercepts which is a constant coefficient.

{ X_i ; $i = 1.2.3.4$ } = Values of the various independent (covariates) variables.

ε = the error term

X_1 = Number of Collaborations

X_2 = Number of externally trained staff

X_3 = Forums and workshops

X_4 = Supply Partnerships

FINDINGS

Promotion of private sector engagement

The study sought to investigate the influence of Promotion of private sector engagement on Project outcomes in UN agencies in Kenya. Specifically, the study focused on number of collaborations, number of externally trained staff, forums and workshops and partnerships.

Number of collaborations

The study sought to find out the extent to which Number of collaborations influences the Project outcomes in UN agencies in Kenya. From the findings shown in Figure 2, 25% of the respondents indicated that Number of collaborations influences the Project outcomes in UN agencies to a very great extent, 32% of the respondents indicated that Number of collaborations influences the Project outcomes in UN agencies to a great extent, 18% of the respondents indicated that Number of collaborations influences the Project outcomes in UN agencies to a moderate extent, 11% of the respondents indicated that Number of collaborations influence the Project outcomes in UN agencies to a low extent while 25% of the respondents indicated that Number of

collaborations influence the Project outcomes in UN agencies to a very low extent.

The study findings related to those of Bontis (2000) who revealed that maximizing Number of collaborations is associated with effectiveness and efficiency which as a result increases project outcomes. Hsu (2014) in his study concluded that the main focus of Promotion of private sector engagement is to embrace high Number of collaborations that has a sound foundation, with views from organizational capital, process capital, even innovation capital and the Knowledge Management model. He further argued that this can

be achieved whereby the collaborations provides social ties with implementers and beneficiaries. Shelley (2004) revealed that Number of collaborations are important to donors because they are one of the key determinants of net returns of the project.

Therefore it can be inferred that project outcomes achieve high success rate by participating in the market at a higher Number of collaborations such as engaging in agreement. Therefore the discussions revealed that there is a strong association between Number of collaborations and Project outcomes in UN agencies in Kenya.

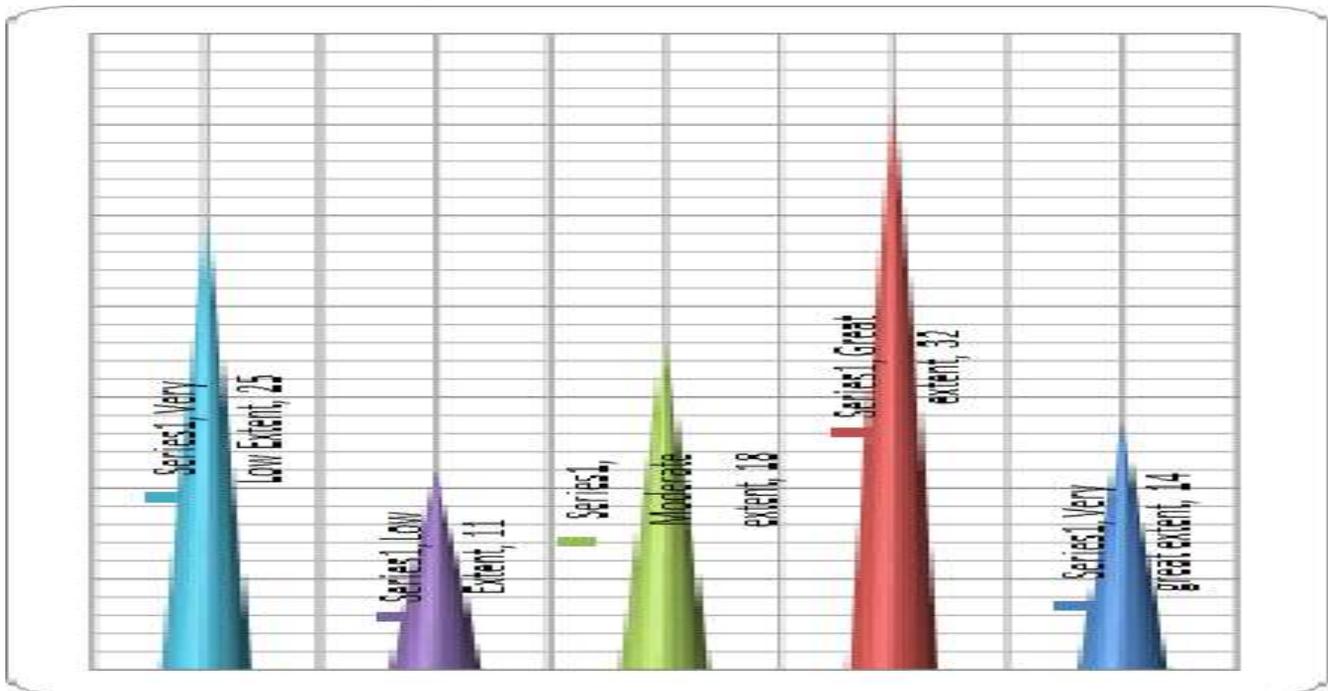


Figure 2: Number of collaborations

Number of externally trained staff

From the findings in Figure 3, 8.9% of them agreed that Number of externally trained staff influences the Project outcomes in UN agencies in Kenya to a very great extent, 20.9% of them agreed that Number of externally trained staff influences Project outcomes in UN agencies in Kenya to a great extent, 25.1% of the respondents agreed that Number of externally

trained staff influences Project outcomes in UN agencies in Kenya to a moderate extent.

The findings also indicate that 24.1% of them agreed that Number of externally trained staff influences the Project outcomes in UN agencies in Kenya to a low extent while 20.9% of them agreed that having the Number of externally trained staff influences Project outcomes in UN agencies in Kenya. The findings

correlate with those of Peel and Wilson 1996 who found that long Number of externally trained staff is influences to faster Project outcomes in UN. Edvinsson and Malone (2017) indicated that

Promotion of private sector engagement include balancing of Number of externally trained staff which is associated with the humanitarian of organizational competence.

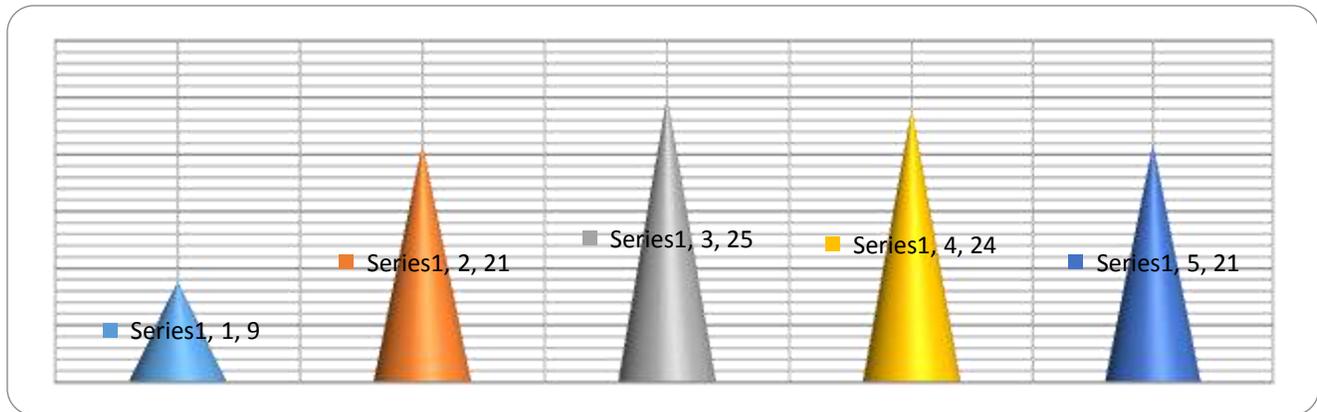


Figure 3: Number of externally trained staff

Forums and workshops

The study sought to find out the extent to which Forums and workshops influence the Project outcomes in UN agencies. From the findings shown in Figure 4, 10% of the respondents indicated that Forums and workshops influenced the Project outcomes in UN agencies to a very great extent, 19% of the respondents indicated that Forums and workshops influences the Project outcomes in UN agencies to a great extent, 34% of the respondents indicated that Forums and workshops influences the Project outcomes in UN agencies to a moderate extent, 18% of the respondents indicated that Forums and workshops influences the Project outcomes in

UN agencies to a low extent while 19% of the respondents indicated that Forums and workshops influence the Project outcomes in UN agencies to a very low extent.

These findings correspond with those of Nunes (2014) who found that Forums and workshops are valuable intellectual assets that can be utilized as a strategic factor and a decisive competitive advantage of the project.

One can therefore infer that sustainability of Project outcomes in UN agencies is dependent on Forums and workshops to disseminate information about new products in the market and also feedback.

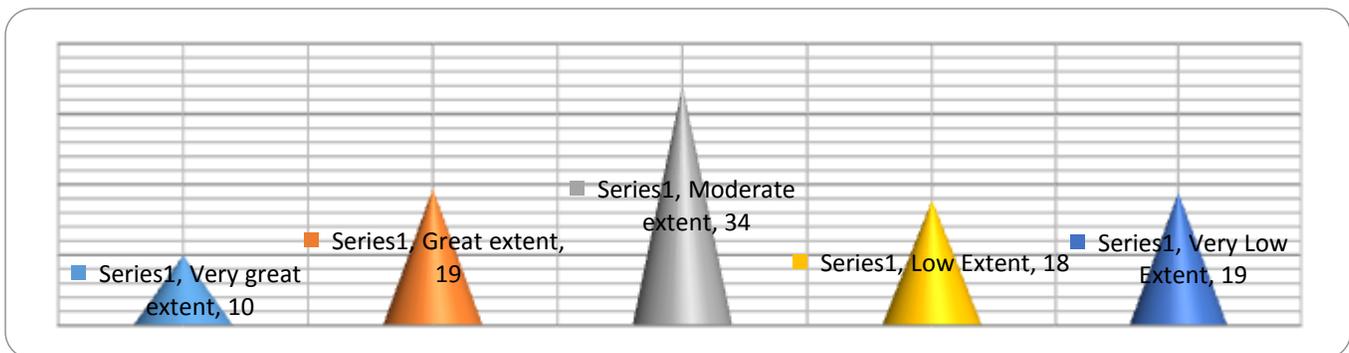


Figure 4: Forums and workshops

Supply Partnerships

From the findings, 8.9% of them agreed that supply partnerships to a very great extent, 22.0% of them agreed that having the supply partnerships influences of Project outcomes in UN agencies to a great extent, 20.9% of them agreed that supply partnerships influences the of Project outcomes in UN agencies to a moderate extent, 23.6% of the respondents agreed that supply partnerships to a low extent while 22.0% of them agreed that supply partnerships to a very low extent.

The study relate to those of Maja (2001) who found that when an agency which has a flexible supply partnership usually facilitates increases achievement of successful project outcomes. Inferences reveal that an agency should have flexible supplier partnerships which provides easy access of project supplies and hence increases successful project outcomes in UN agencies in Kenya.

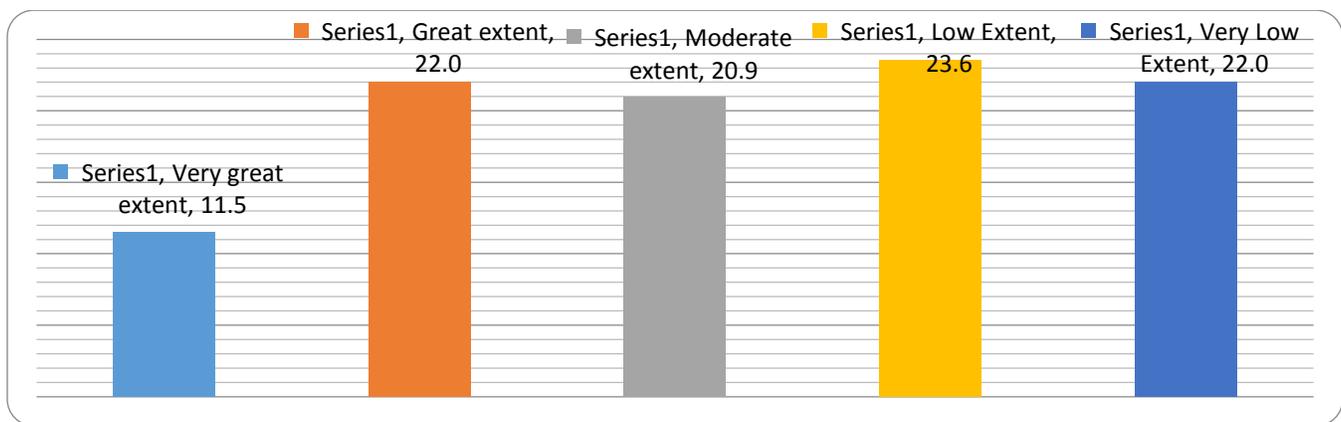


Figure 5: Supply partnerships

Regression Analysis

Linear regression model of Project outcomes in UN agencies and Promotion of private sector engagement

The linear regression analysis $Y = \beta_0 + \beta_4 X_4 + E$ shows a relationship between the dependent variable which is project outcomes and independent variable which is Promotion of private sector engagement. Where X_4 is the Promotion of private sector engagement. The coefficient of determination (R^2) and correlation coefficient (r) shows the degree of association between Promotion of private sector engagement and Project outcomes in UN agencies in Kenya. The results of the linear regression indicate that $R = .724$

and $R^2 = .524$ this is an indication that there is a strong relationship between Structural Policy Framework and Project outcomes in UN agencies in Kenya.

This findings concurred with those of Hsu (2014) found that the main focus of Promotion of private sector engagement is to embrace a sound foundation, with views from organizational capital and process capital. Therefore, Promotion of private sector engagement is positively associated with the Project outcomes in UN agencies. Inferences can therefore be made that the collaborations and partnerships interconnect each project in an agency and thus enhancing successful project outcomes.

Table 1: Model

Model	R	R Square	Adjusted R Square
1	.724	.524	.178

The results of ANOVA test which reveal that Promotion of private sector engagement have significant effect on Project outcomes in UN agencies.

Since the P value is actual 0.000 which is less than 5% level of significance.

Table 2: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	53.071	1	53.071	42.099	.000
	Residual	238.259	201	1.261		
	Total	291.330	202			

a. Dependent Variable: Project outcomes

b. Predictors: (Constant), Promotion of private sector engagement

This is depicted by linear regression model $Y=B_0+B_4X_4+E$ where X_2 is the Promotion of private

sector engagement the P value was 0.000 implying that the model $Y=B_0+ B_3X_3+E$ was significant.

Table 3: Coefficients

Model		Unstandardized Coefficients		Sig.
		B	Std. Error	
1	(Constant)	2.236	.227	.000
	Promotion of private sector engagement	.421	.065	.000

As indicated in Figure 6 showed the results of Promotion of private sector engagement on the Project outcomes in UN agencies in Kenya in a scatter diagram. The scatter diagram indicated a positive gradient which is an indication that Promotion of private sector engagement influence the Project outcomes in UN agencies.

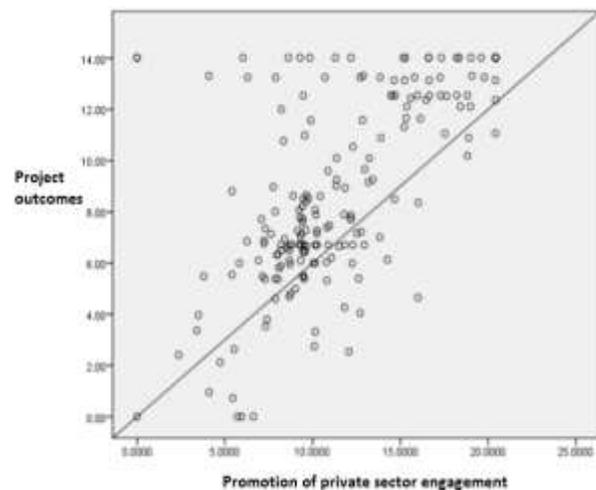


Figure 6: Promotion of private sector engagement Influence the Project outcomes in UN agencies

CONCLUSION

The study concluded that stakeholder participation was the first important factor that influences project outcomes. The regression coefficients of the study show that stakeholder participation has a significant positive influence on influences project outcomes. This implied that increasing levels of stakeholder participation would increase the levels of project outcomes.

Recommendations

The study recommended that that a project should embrace incorporate sufficient Promotion of private sector engagement in order to achieve desired project outcomes in UN Agencies in Kenya. Specifically, the study recommended that humanitarian projects should realize that in the present project environment, Promotion of private sector engagement forms an important element of Understanding of Promotion of private sector engagement is a key ingredient of constrained programming to creating a solid relationship between

and project and its customers. Project managers should possess technical, interpersonal, and conceptual skills to effectively plan, lead, organize and control the enterprise effectively leading to increased performance and consequently project outcomes.

Areas for Further Research

This study concentrated on constrained programming aspects of Project strengthening, Structural policy framework, project team deployment, promotion of private sector engagement and their influence on project outcomes within UN agencies in Kenya. Since the focus is humanitarian projects, Future research will need to be carried out in other sectors.

Contextually, this study focused on 10 UN agencies that are part of humanitarian clustering. The methodology selected also was limited to questionnaire as the instrument for data collection. As such, there is need for future research to build on this by examining different geographical contexts, methodologies and instruments.

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