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Public Private Partnership And The Performance Of Public Sector Organizations: A Study Of Anambra State Ministry Of Education

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ABSTRACT
The study examines the impact of public-private partnership (PPP) on the performance of public sector organizations; a study of Anambra state ministry of education. The study adopted a survey research design. Data were generated from both primary and secondary sources. A sample of two hundred (200) respondents was drawn from the ministry using the purposive sampling technique. The generated data was analyzed using descriptive statistical tools. Findings from the study reveal that Public-Private Partnerships has significant effect on the performance of the Anambra state ministry of education. A major recommendation of the study is that government should provide incentives to Public-Private Partnerships so as to make public services very cheap and enhance the quality of service delivery.
Keywords: Public-Private Partnership, Organizational Performance, Public Sector and Organization.

INTRODUCTION

Over the years, the government in both developed and developing countries had resolved that since public sector organizations are very expensive to manage, that there is need to seek public-private partnership for financial assistance. A partnership is a voluntary collaborative agreement between two or more parties in which all the parties involved agree to work together to achieve a common objective (Ikejiofor, 1998). The use of public-private partnership in several countries and public sector are increasing as part of the policies towards decentralization and deregulation (Akintoye, Hardcastle, Beck, Chinyio and Asenova, 2003). Public-private partnership (PPP) is a sustained and long term partnering relationship between the public and private sectors to provide qualitative and affordable services and goods to the citizenry. The impact of PPP enables the public sector to bring together resources of the public sector and the technical expertise of the private sectors to provide services and goods to the public at the best value for money (Nataraj, 2014). The aim of the PPP is to combine the development of private sector capital and public sector capital to improve public service or management of public assets.

It should be noted that the Nigerian Public sector often lacks expertise and knowledge to implement Public-Private Partnerships (PPPs) successfully. To manage public-private partnerships efficiently, government officials need guidance on how to apply public-private partnership in different sectors of the society to ensure optimum service delivery to the citizenry. This is so because private sector is usually aware of what obtains in such arrangements while engaging in these special arrangements with governments (Savas, 2000). The lack of awareness about the Public-Private Partnership tool in the public sector has been addressed around the world in key international institutions such as World Bank, European Union and United Nations with the aim of finding a workable solution for the challenges facing the governments' provision of services to its citizenry. Many governmental institutions have received training, education and advocacy services from international institutions.

The need for obtaining and monitoring the performance in the public sector is undeniable crucial especially due to the present pressure exerted by an increased public debt on most national budgets. The real challenge lies in the establishment of a monitoring performance system that would be fully functional. And this task is not easy in the public sector both overall and at the level of public organizations. In recent years more and more governments have introduced various management methods based on performance, but few are successful examples and they have improved their methods over time while learning from malfunctions from past practices.

It is worthy to note that despite the justification for public-private partnership and it's acclaimed role in the performance of public sector organizations, numerous studies such as Zang (2013), Askar and Gab-Allah (2014) and Grossman et al (2003) demonstrated the challenges of public private partnership as poor procurement incentives, lack of coordination, lack of skills in PPPs, high transaction cost and lack of information. Previous studies such as Tiong (2015), Spackman (2014), Kagioglou et al (2001), Bititci (2013), Li, Akintoye, Edwards and Hardcastle (2016), Lim (2007) and several others examined the relationship and effects of public-private partnership and the performance of construction projects. While studies such as Campos, Rusand Barron (2008), Akintoye Hardcastle, Beck, Chinyio and Asenova (2003), Kopp (1997) and several others investigated the effect of private sector involvement in public-private partnership. However, this current study examines the effect of public-private partnership on the performance of Anambra state ministry of education. The researcher therefore intends to fill this gap in knowledge.

Conceptual Framework

Concept of Public Private Partnership

A public-private partnership (PPP) is a government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies. Public-private partnerships have become widespread as the successes of these partnerships grow. However, literature clearly agrees that Public-Private Partnerships appear to have no clear definition or standard implementation methods. In the financial leverage hypothesis, Kopp (1997) posits that Public-Private Partnerships can enable the public sector to leverage more financial resources by using the private sector as an intermediary. Accordingly, the propensity for a government to use Public-Private Partnerships to finance infrastructure is a function of the fiscal constraints such a government faces. According to this argument, Public-Private Partnerships allow the public sector to consider the implementation of the otherwise unaffordable infrastructure projects. Imperatively, countries facing fiscal problems coupled with deficient external sources of revenue tend to be more open to foreign private investment in the infrastructure sector. Such countries are more open to the use of Public-Private Partnerships in infrastructure (Kopp, 1997).

The financial package is one of the two main components of Public-Private Partnerships proposal that are rigorously assessed, and normally consists of the financial and commercial aspects of the project. The financial elements would include the sources of funding, interest rate, capital structure, repayment and draw down schedules, currency of loans and payments.

Theoretical Framework

The present study was guided by Stakeholder theory (Freeman, 1994) and McKinsey 7–S framework. Stakeholder theory begins with the assumption that values are necessarily and explicitly a part of doing business. It asks managers to articulate the shared sense of the value they create, and what brings its core stakeholders together. It also pushes managers to be clear about how they want to do business, specifically what kinds of relationship they want and need to create with their stakeholders to deliver on their purpose. Stakeholder theory is managerial in that it reflects and directs how mangers operate rather than primarily addressing management theorists and economists. The focus of Stakeholder theory is articulated in two core questions (Freeman, 1994). First, it asks, what is the purpose of the firm? This encourages managers to articulate the shared sense of the value they create, and what brings its core stakeholders together. This propels the firm forward and allows it to generate outstanding performance, determined both in terms of its purpose and market place financial metrics. Second, stakeholder theory asks, what responsibility does management have to stakeholders?

Today's economic realities underscore the fundamental reality we suggest is at the core of stakeholder theory: Economic value is created by people who voluntarily come together and cooperate to improve everyone's circumstance. Managers must develop relationships, inspire their stakeholders, and create communities where everyone strives to give their best to deliver the value the firm promises. Certainly shareholders are an important constituent and profits are a critical feature of this activity, but concern for profits is the result rather than the driver in the process of value creation (Collins, 2001).

Performance of the Public Sector

A public organization must also produce value for stakeholders. What translates this value in the public sector? Obtaining value in the public sector means getting outcomes in a cost efficient way. Public organizations should be focused on citizen and on the impact that they produce on citizens. In this regard a distinction should be made between output and outcome. Martin Cole and Greg Parston in the book "Unlocking Public Value" define outputs as being the products, goods or services delivered by a public organization. Outcomes are the impacts, benefits or consequences for the public that those goods and services are designed to attain ". The same authors, based on the book" Measuring performance in public and nonprofit organizations" by Theodore Poisters how that "outputs represent what a program actually does, whereas outcomes are the results it produces" (Martin and Greg, 2006,).

In other words, the performance of public sector organizations must rely on getting outcomes, and not just on outputs (for example, the increase in the quality of the higher education is an outcome, increasing the number of students is an output that does not necessarily contribute to generating value, meaning generating quality for education). Citizens assess the public sector's performance through the benefits they get from services rendered.

METHODOLOGY

This study adopted the survey research design. This is because the survey research design involves the systematic gathering of information from respondents for the purpose of understanding and predicting some aspects of the behavior of the population of interest (Tull and Hawkins, 1993). More so, it is designed to establish the effect of public-private partnership on the performance of the Anambra state ministry of education.

Two (200) hundred staff of the ministry were randomly selected using purposive sampling technique. This helped the researcher to select only staff with requisite knowledge on the subject of the study.

Data were collected from primary source (using structured questionnaires which were self administered), and from secondary sources.

The generated data were analyzed using descriptive statistical tools.

DATA PRESENTATION AND ANALYSIS

Analysis of Research Instruments

A total of two hundred (200) questionnaires were administered to the Anambra state ministry of education out of which, one hundred and eighty questionnaires were retrieved and twenty (20) copies were not retrieved. Analysis therefore is based on the one hundred and fifty returned and well completed questionnaires.

Public Private Partnership and the performance of the Anambra State Ministry of Education

Table 1 below shows the respondents assessment of the effect of public-private partnership on the performance of the Anambra State Ministry of Education

Table 1: The Effect of Public-Private Partnership on the performance of the Anambra State Ministry of Education

S/N	Statement	Agree (A)	Strongly Agree (SA)	Disagree (D)	Strongly Disagree (SD)	Total
1.	The quality of education is likely to improve under the public private partnership.	90	45	5	10	150
2.	Public private partnership makes it difficult for the poor to educate their children.	55	60	24	11	150
3.	There is more financial benefits for the education sector that operates public private partnership.	77	62	7	6	150
4.	The level of risk is reduced in schools that are public private partnership.	10	38	72	30	150
5.	The cost of education is relatively high for institutions that are public private partnership.	54	67	27	2	150

From the table, we see that 135 (90%) believes that the quality of education is likely to improve under the public private partnership, one hundred and fifteen (115) respondents representing 76.6% of total respondents strongly agree that Public private partnership makes it difficult for the poor to educate their children, while 139 (92.6%) are of the opinion that there is more financial benefits for the education sector that operates public private partnership. On the contrary 48 (32%) agree that the level of risk is reduced in schools that are public private partnership, while a greater proportion of 102 (68%) disagree to the opinion. Again, 121 (80.6%) strongly agree that the cost of education is relatively high for tertiary institutions that are public private partnership.

Findings

Drawing from the analysis above, it was discovered that Public Private Partnership has significant effect on the performance of the Anambra State Ministry of Education.

CONCLUSION

Public Private Partnership has significant effect on the performance of the Anambra State Ministry of Education. This is because the quality of education is likely to improve under the public private partnership and there are more financial benefits for the education sector that operates public private partnership.

We recommend that there is need for government to partner with the private sector in those sectors it cannot properly or effectively manage. Also the government should endeavour to develop a price control measure so as to make services which obtains under such arrangements relatively free for citizens.

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