

**INFLUENCE OF PUBLIC PROCUREMENT PROCEDURES ON
THE IMPLEMENTATION OF DONOR FUNDED PROJECTS: A
CASE OF COLLEGE OF HEALTH SCIENCES, UNIVERSITY
OF NAIROBI, NAIROBI COUNTY, KENYA**

BY

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the Requirements for the Award of a Degree of Master of Arts in Project
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DECLARATION

This research project report is my original work and has never been presented for a degree or any other award in any other Institution of higher learning.

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This Research Project Report has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

I dedicate this work to my beloved daughters Emmy and Angeline, my parents Joseph and Martha, my siblings Edwin, Denis and Eric, and my sister in law Naomi.

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ABBREVIATION AND ACRONYMS

ACCAF	African Coordinating Centre for Abandonment of Female Genital Mutilation
CHS	College of Health Sciences
CHIVPR	Center for HIV Prevention and Research
CIPS	Chartered Institute of Purchasing and Supply
CIPSA	Chartered Institute of Purchasing and Supply Australia
CRISSP	Central Province Response Integration Strengthening and Sustainability
EARDA	International Extramural Associate Research Development
FSD	Financial Sector Deepening
GDP	Gross Domestic Product
KACC	Kenya Anti-Corruption Commission
KAVI	Kenya Aids Vaccine Initiative
MOU	Memorandum of Understanding
NIGP	National Institute of Governmental Purchasing
OECD	Organization for Economic Co-operation and Development
OGC	Office of Government Commerce
PPAD	Public Procurement Assets and Disposal
PPDA	Public Procurement and Disposal Act
PPOA	Public Procurement Oversight Authority
SPSS	Statistical package social sciences
SWA	Students Welfare Authority
UNDESA	United Nations Department of Economic and Social Affairs
OECD	Organization for Economic Co-operation and Development
UON	University of Nairobi
UNITID	University of Nairobi Institute of Tropical & Infectious Diseases - Fellowship

ABSTRACT

The purpose of this research report was to find out the Influence of Public Procurement Procedures on the implementation of donor funded projects in Kenya, a case of the College of Health Sciences, University of Nairobi. There are several donor funded projects domiciled in the College of Health Sciences, University of Nairobi. This study was driven by four objectives, which were: To establish how the choice of procurement procedures influences the implementation of donor funded projects in Kenya: To determine how staff competency in procurement procedures influence implementation of donor funded projects in Kenya: To assess how communication during procurement procedures influence implementation of procurement and To establish how documentation used in procurement procedures influence implementation of donor funded project in Kenya. These projects have timelines, budget and scope but sometimes implementation of these projects is difficult because of the procurement procedures and that's why the researcher sought to carry out the research to try and answer the problem. The design of the study was descriptive survey and had a target population of 50 officers working at the donor funded projects and procurement department. Since the population was small sampling was not done and census was the most appropriate method to be used. The use of questionnaire was the primary research instrument, filled in questionnaires were analyzed using SPSS 16.0 and the findings of the study was coded as per the objectives and presented using tables and frequencies. The study revealed that Public procurement procedures influence the implementation of donor funded projects. From the findings it was clearly established that the choice of public procedure was the most significant factor that influences the implementation of donor funded projects at the College of Health Sciences, followed by communication, documentation and lastly staff competency. The study recommended that the College should have specific Procurement staff who should handle procurement process for donor funded projects and there is also need for Public procurement and Oversight Authority to look at the existing Acts such as procurement and Disposal Act of 2005 and Public procurement and asset disposal Act 2015 and supplies practitioners management Act CAP 537 with a view of shortening it its process that follows a long procedure before it comes to a completion and its final stage. The researcher suggested that a comparative study should be carried out in organizations which have similar organizations structure.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Procurement has become one of the main pillars, both in government and private organizations and the main accelerator in enabling business strategy. It has also become one of the most preferred means of achieving sustainable cost reductions (Ernst and Young, 2012). Probably one of the most difficult terms to define is 'procurement'. Procurement does not have a specific definition since it is an event and not a single action; it deals with the identification of need by user Department to the disposal of goods (Chartered Institute of Purchasing and Supply Australia [CIPSA], 2005).

Procurement as a Business management function ensures that the utilization of the external resources and the organization requirement are properly placed in order to accomplish the intended mandate. It can also be viewed as a process that includes various stages which can be summed as needs analysis, funding approval, procurement plan, selection of a service and procurement evaluation. the Disposal Act of 2005 gives an advance approach on the explanation of the procurement as the process of acquiring by purchase, rental, lease, the buying of not only products but goods or any type of works, service or supply. Therefore the term procurement focuses on exploring the best opportunities that exist through the implementation of strategies that will ensure the delivery of the likely supply outcome to the organization and its prospective customers. It therefore gives an insight to the application of science and creativity of external resources and supply management that cuts across the knowledge that incorporates experienced practitioner and professional in reference to (PPDA Act 2005;CIPSA,2005).

Ethics are moral principles that guide individual behavior as right or wrong , therefore ethics in procurement acts as a guideline, by prohibiting breach of the public trust and discouraging an employee from having vested interest. Public procurement professionals are expected to operate ethically and with high level of fairness and transparency According to CIPS and NIGP, 2012 it explains that procurement is associated in shading light on how funds are utilized in acquisition of goods and services.

A greater share of the world's Gross Domestic Product (GDP) is inclined with the government and the average total spending by both central and local government with the estimate of account of about 20% of GDP in the organization for the purposes of the Economic Co-operation and Development (OECD). Under this there is roughly 15% of non-OECD countries, therefore if you subtract the portion that occupies compensation to the public employee, the public procurement is estimated to represent 6% to 10% of the entire GDP depending on countries (United Nations Department of Economic and Social Affairs [UNDESA], 2008). In the United Kingdom (UK) most spending by the public sector dispenses over £150 billion in one financial year on goods and services to the delivery of public services. According to the Office of Government Commerce [OGC], 2008) Korea, public authorities spend approximately 10 % of the Korean GDP (Choi, 2013).

In most of the third world countries the public procurement sector is considered to be one of the largest domestic markets (Mithamo, Iravo and Mbithi, 2013). This is a true indication that procurement function plays an integral role in the performance of the public sector. In Kenya, procurement is conducted by adhering to PPDA Act, 2005. The Financial Sector Deepening (FSD) Kenya (2008) summarized the three legislation and policies that are operational and currently in place that acts in regulating procurement in Kenya.

The first legislature, Public Procurement and Disposal Act, 2005 (PPDA) was gazetted on 1st January 2007 and the first edition was released out in 2007. This Act applies to goods and services and disposal of assets by public organizations. The Act does not directly regulate the private sector but it regulates its interaction with public entities. The main core objective of establishing this act was to maximize the economy and promote efficiency, competition and ensure there is fairness between competitors. The Act was established to foster in the impartiality of the procurement procedures and increase openness and accountability in order to create public confidence and facilitate the promotion of local industry and economic enhancement this is to enable the attainment of the set objective.

Secondly, is the Public Procurement and Disposal Regulation established in 2006 as a legislature to regulate of 2006 was to blend with PPDA 2005. This Act outlines established in 2001

legislature is the Public Procurement and Disposal Regulations, 2006. These regulations blend together with the PPDA, this body outlines numerous processes and procedures that are supposed to be adhered to when goods and services and work are being laid in the procurement process. Under this threshold, matrix outlines the duties and functions of various participants.

Thirdly is the Supplies Practitioners Management Act of 2007 and was officially launched on 22nd October 2007, The core purpose of this Act was to both regulate public and private sector procurement experts and strives to uphold a high level of professionalism in procurement practice in Kenya.

1.1.1 Procurement in Public Universities

The Public Universities in the European Union has been guided by Public Contracts Regulations 2006 but it is in 2015 when changes were made in the EU procurement law in which universities are expected to adhere to. This legislation was set up to ensure that Public institutions in EU are able to spend funds more effectively and efficiently. In EU the Procurement Units in the Universities are mandated to manage procurement function as per the new guidelines. All contracts with a value of 25k should be openly advertised. The new regulations had two new regulations which are the competitive procedure with negotiation and innovation partnership. In South Africa Public Universities are guided by the Higher Education Amendment Bill of 2015 in which it gives powers to the Minister of Education authority to direct policies and procedures, In Kenya, the procurement process in Public Universities is governed by the Public and Disposal Act of 2005 which all Public universities should adhere to.

1.1.2 Establishment of Procurement Department at UON

The University of Nairobi Procurement Department Structure as Constituted was established in 2003. Before then, Procurement was under Finance Department as Purchasing Section headed by a Senior Accountant. Some other procurement was under the Administration Registrar's Office as Tender Office headed by a Senior Assistant Registrar. The Student Welfare Authority (SWA) also had a Purchasing Section under an Accountant. All the three arms of Procurement mentioned above acted independent of each other when it came to decision making .Colleges

also carried their Procurement autonomously; the procedures, process and regulations that were followed were those of Finance Departments.

The establishment of the University of Nairobi Procurement Department was a response to the Exchequer and Audit (Public Procurement Regulations, 2001) that unified procurement in the Central Government, Local Authority, Parastatals and Public Corporations under one legal regime. It required that all Public entities establish Procurement units. Hitherto, Procurement in the Central Government was governed by the Supplies manual (1978) and Treasury Circulars. Local Authorities, Parastatals and Public Corporations were left to evolve their own procurement rules and procedures to be used during the process. This came to an end in 2001 through the above Exchequer and Audit (Public Procurement) Regulations, 2001 issued by the Minister for Finance. With the assistance of the National Treasury under the Chairmanship of the Administration Registrar the Procurement Department of the University of Nairobi was created under the Procurement Manager to oversee all procurement and disposal in the entire University. A Tender Committee under Dr. S.K. Macharia who was a member of the University was also established.

Procurement sections in all the six Teaching Colleges and the Student Welfare Authority (SWA) were also set up. At College level, Procurement Committees to approve procurement of up to Ksh.500,000.00 were established. Thus, the Public Procurement Exchequer and Auditor General and Disposal Regulations of 2001 completely changed and unified Public Procurement and disposal in Kenya. This arrangement continued up to 2015 when further changes were enacted following the requirements of the 2010 Kenya Constitution Article 201 and 227; Principles of Public Finance and Procurement of Public goods and services respectively. Public Procurement Assets and Disposal (PPAD), however, do not apply where International Agreements to which Kenya is party to or there exists Memorandum of Understanding (MoU) that stipulates a different procurement method. If the Agreement or Memorandum of Understanding does not indicate the procurement method or procedure to be applied, Public Procurement Assets and Disposal (PPAD) Act, 2015 will be used.

The college of Health Sciences houses several projects which deal with medical issues such as HIV, Cancer, and reproductive health centre's among others. In order to accomplish their targets procure items using the stipulated and laid down Public Procurement Procedures that act as a focal point to its operation and in exhibiting out the right picture and therefore this must be adhered to .

1.2 Statement of the Problem

The University of Nairobi, College of Health Sciences is home to a number of donor funded projects. The implementation of project activities has procurement as a critical component. However, the procurement often follows procedures in accordance to the Public Procurement and Asset Disposal (PPAD) Act,2015. These procedures are lengthy and bureaucratic, consequently leading to protracted delays, escalation of prices of items beyond the planned costs. The effect of all this is that donor funded project deliverables are not met. In a study by Njeru, Ngugi, Arasa and Kahiri (2014), they said that in a situation where there is lack of efficiency in the overall administration and delivery of procurement function in most part of public institution have contributed to the increase of losses that are averagely 50 million in a financial year. In Ouma's study done in 2012 referring to the factors affecting the implementation of donor funded project in Kenya , the researcher acknowledged that in as far as the funded project are aimed at ensuring that there is development and elimination of poverty , there is still a gap in effectively ensuring that the objectivity of the funding is realized . In the recommendations, the author noted that it was important to streamline government procurement laws. In light of the above, this study sought to establish the influence of procurement procedures on the implementation of donor funded projects.

1.3 Purpose of the Study

The study's main purpose was the influence of public procurement procedure on the implementation of donor funded project in Kenya

1.4 Objectives of the study

The study was directed by four pointing factor objective which include

- i) To establish how the choice of procurement procedures influences the implementation of donor funded projects in Kenya
- ii) To determine how staff competency in procurement procedures influence implementation of donor funded projects in Kenya
- iii) To assess how communication during procurement procedures influence implementation of procurement.
- iv) To establish how documentation used in procurement procedures influence implementation of donor funded project in Kenya.

1.5 Research Questions

The following research questions acted as a guideline to the study, they include:

- i) How does the choice of procurement procedure influence the implementation of donor funded projects in Kenya?
- ii) How does staff competency in procurement procedure influence implementation of donor funded projects in Kenya?
- iii) How does communication during procurement procedures influence the implementation of donor funded project in Kenya?
- iv) How does documentation in procurement procedures influence implementation of donor funded projects in Kenya?

1.6 Significance of the Study

The finding of the study could be an eye opener and a contributor to the to the university of Nairobi, the findings will reveal factors that hinder the effective implementation of donor funded projects and the areas that can be moderated and adjusted Secondly the findings of this study would be useful to point out the important role stakeholders play in supporting effective implementation of donor funded projects in Kenya. The findings could offer significant insights to policy makers, including the Public Procurement Oversight Authority as it will propose areas of improvement either in the existing polices or in establishing new ones. Finally it could also contribute to the existing body of knowledge to other researchers and academicians who wish venture in this great area or probably could be doing the similar research.

1.7 Basic Assumptions of the Study

This study assumed that staff members at University of Nairobi are most Knowledgeable about the public procurement procedures especially in regard to implementation of donor funded projects at the College of Health Sciences.

1.8 Limitation of the Study

Due to the nature of donor funded projects at the College of Health Sciences, Some of the members of staff are located in different sites in the country. The researcher foresaw a problem of reaching some the respondents. To overcome this challenge the researcher used e-mails to send the questionnaires and also reminded them through phone calls. In addition some respondents were unwilling to fill the questionnaires since they felt that Public Procurement was a very sensitive area to discuss, the researcher had to explain the intention of the study and also assured them of utmost confidentiality.

1.9 Delimitations of the Study

This study was limited to projects hosted in the College of Health Sciences and the researcher appreciated that there are other donor funded projects in Kenya. Therefore the findings cannot be generalized in other projects in other Colleges, this is because the College of Health Sciences is unique in terms of its mandate and scope.

1.10 Definition of Significant Terms of the Study

Communication	Passage of information between the user project and the procurement department during the procurement process.
Documentation	Set of documents used to facilitate the procurement process these can be provided either on analog or digital media.
Donor funded projects	Temporary intervention with a specific timelines, budget, scope and are funded by either international or local agencies.

Implementation	Execution of a project
Local service order	A document issued given statement of the standards of out once the organization or a supplier has secured a tender to enable him /her supply goods as per the specification by following a certain standard or procedure stipulated by the organization
Procurement Officer	A person or officer who has formal authority to undertake procurement activity
Public Procurement Procedures	Steps outlined in the procurement process
Request for Quotation	This is a procedure in which goods are readily available in the market.
Staff Competency	Ability of a procurement personnel to do a job properly and with the right attitude.

1.11 Organization of the Study

Chapter one of the study gives an introductory insight to the study which included the purposes of the study objective, the research question basis, assumption, limitation, delimitation and definition of significant terms. Chapter Two presented the literature review. It included the theories relating to the study, literature on procurement process, procurement procedures, staff competency, Documentation and communication with special focus to donor funded projects, conceptual framework for this study and the last section summarized the chapter. Chapter three gave an insight to the methodology that were used in coming up with the likely outcome which included targeted population, the research instrument that were used the data analysis and finally

ethical consideration. The four chapters was presented data analysis, presentation and interpretation and lastly is chapter five which focused on summary of the findings, discussions, conclusions and recommendation of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature relevant to this study which focused on Public procurement in Kenya, literature review on the four variables of the study, theories relating to the study and conceptual framework with a special focus on donor funded projects and the last section summarizes the chapter.

2.2 Public Procurement in Kenya

The Public Procurement in Kenya had evolved from just a simple process from the colonial and postcolonial times to the current elaborate and complex system. During the colonial times, individual state departments could carry out the individual procurement through the officers who were in-charge without any accounting documents. Goods that could not be produced locally were obtained through the crown agency. All printing works were done by the government printers. There were no uniform procedures. The first codified procedures in public procurement were introduced in 1978 through the government supplier's manual (Government Printers) much of these procedures related to the management of stores of supplies and only touched little on procurement.

There was a mega central tender committee under the treasury that handled big tenders on behalf of all ministries. During this time parastatals and public corporations were not covered by the foregoing system. They were allowed to carry out their procurement independently. This included public universities. A major change occurred in 2001 with the enactment of the public procurement (Auditor General) Regulation, 2001. The regulation brought all public procurement under one system. Hence procurement in the Central Government and in parastatals and public corporation were to follow the same procurement procedure, that stipulated by the above regulations. The regulation was however not anchored in the Law or Act of Parliament. This anchorage occurred from 2005 through the Public Procurement and Disposal Act, 2005 revised in 2015. The later abolished tender committees and gave accounting officers the responsibility of approving tenders and be held accountable. This tender of the University of Nairobi are approved by the Vice-Chancellor assisted by the head of Procurement.

2.3 Choice of Procurement Procedures and implementation of donor funded projects

The Public Procurement and disposal act of 2005 stipulates the method to be used or followed in procurement which included open tendering ,two stage tendering ,design completion ,restricted tendering and request for quotation, Low value, Force account, Competitive negotiation, Direct procurement ,Request for proposal, Frame work argument; Electronic reverse auction and any other procurement method prescribed by the regulatory. This study will focus on six main procedures.

The tendering process is made easy by ensuring that bidders make use of standard or model tender documents so as to give the entire public an equal opportunity to bid. There is consensus that open tendering as a procurement method is in some sense ‘better’ than all others procurement methods. The evaluation methodology for tenders is based on the price and other fully disclosed factors for instance financial and technical capacity to perform the contract; which then leads to award of contracts. It is important to note that during the evaluation process confidentiality is maintained. In very limited and justified occasions, other methods of procurement other than the most preferred open tendering come into play since procurement is complex, there are several activities which are closely interrelated from the identification of needs by the user Department to the actual delivery of goods and services. All these requires quality control and coordination to achieve the best value, failure to this many organization end up having dummy tendering procedure which may seem to be working from outside but in real sense nothing constructive and viable comes out of it. Section (73(1) of PPDA, Rev (2010)

The Public Procurement and Disposal Act of 2005 states the various procurement procedures to be used in either Open Tendering or alternative tendering. The alternative procedure has several methods which are explained below. These methods explore the channel used by procurement unit in ensuring that they choose the best and effective procedure and if so to what extend does the choice of the procedure selected influence the implementation of the objective.

Firstly is the open tender method .This procedure allows all willing companies to provide their proposal which must adhere to the to the requirements of the user Department .In this procedure amendments to the applications such as contractual terms and conditions contained in them is not

allowed. In the event of any violation of the terms the bidder is disqualified automatically. The advantage of choosing open procedure is that it provides competition and it's the most transparent procedure compared to the others. It also allows the user Department to get value for their money .On the other hand the disadvantage of this procedure is that it is more complex and overall cost is high, the supplier might not be suitable and there is a lot of wastage of time. (Public Procurement and Disposal Act of 2005)

The second is the restricted procedure. In this procedure there are prequalified companies who are selected under Section 94. Request for proposal is open to all the prequalified companies. The participants are required to make their case on the special know-how and their performance. This procedure is cheaper compared to open tendering and also it's less time consuming. The disadvantage of this procedure is that it is restricted to specific companies hence there is no competition (Public Procurement and Disposal Act of 2005).

The third is Direct procedure, this procedure is applied under subsection 2 and it should be only be used when there is only one supplier in the market, during aggression and war. It is important to note that this procedure should not be used to avoid competitions. In this procedure the Head of procurement unit is the one who advises. This method has no limitation on money. The advantage of this method is faster compared to open tendering and disadvantage is that there is no competition. (Public Procurement And Asset Disposal 2015).

The fourth method is the competitive dialogue. This method is commonly used for extremely complicated projects and most of the time the public authority is unable to provide details for the detailed performances. In this case the public authority has to choose a number of companies to provide detailed specification in dialogue with the latter. After the specifications are made it is the role of Public Authority to select some companies to provide detailed tender according to specification provided (Public Procurement and Asset Disposal 2015).

The fourth is request for proposal procedure. This procedure is applied when services and goods are intellectual in nature. The request for proposal is advertised. The process of proposal opening includes evaluation and shortlisting, Also determination of qualified persons is made and request

for proposals to qualified persons is made and lastly selection for requests for proposals is made (Public Procurement and Asset Disposal 2015).

In addition is the Electronic reverse auction. This method is approved on exceptional circumstances. This process applies when there is availability of procurement portal and also when the electronic procurement function is approved by the relevant authority. In this procedure specified suppliers are invited to compete. The suppliers are given specifications and timelines. It is important to note that prices of the various suppliers can be seen by other bidders without showing their identity. (Public Procurement and Asset Disposal 2015). Also there is low-value procurement which is applied when there are low value items and are not procured in a regular basis. This method can only be used as recommended by the regulations.

Lastly is the request of quotation. This method is applied when the goods and services are readily available in the market is well established. Requests are made to organizations that are registered by the procurement Head. This method allows various entities to be given quotations hence there is competition, the minimum number of quotation is at least three. It is important to note that when the lowest price provided is higher than the current market rate then the request can be cancelled as the laid out Act. The advantage of this method is that it provides competition and there is value for money. (Public Procurement and Asset Disposal 2015).

Choice of procurement procedures is extremely significant in project implementation as it has a bearing on timely completion of projects since some procurement procedures end up making procurement process lengthy (Barasa, 2014). In another study, Amemba *et. al.* (2013) found out that the most prevalent challenges in the public procurement process were the selection of the most suitable procurement methods, with appropriate justifications.

2.4 Employee competence and implementation of donor funded projects

Procurement as a profession is very old although the history of the same is not well documented Procurement as a profession can be traced back during the industrious revolution in the 18th and 19th century. It is between the 1915 and 1944 when professional bodies were established in U.S.A and North America respectively.

Many Public and Private organizations do not have staff who are competent in achieving the procurement function properly (Banda, 2009) therefore the various governments should make sure that Procurement Officers have the right skills and professionalism to achieve their goals. procurement staff at all times should have a range of knowledge and skills. There has been a lack of capability by Procurement Officers not only lack of numbers but also in the proper competencies. In the OECD countries 61% of them have formal description for Procurement as a Profession, while 44% have at least certification of Licensing Programme for procurement (OECD 2012)

Competence by an employee may be regarded as the ability where an employee possesses the expertise and he/she is capable of upholding professionalism, therefore in a situation where an employee is said to be competent he is expected to have a blend of both practical and theoretical knowledge thus an employee should possess both cognitive skills, behavioral skills and values that is used to uplift the performance and quality of being adequately and well qualified individual whose ability to display out specific role, therefore the competence by an employee maybe explained as the application of skills, knowledge and right attitude (Armstrong and Baron ,1995) Competency involves acquisition of the best skills in the field of specialization and the ability to perform and understanding what is required to be done (Oakland,1988), He believes that the vehicle to achieving excellent in leadership and better experience is through total quality management, this means all the combination of the function that incorporate the external organization and its supplier . For you to achieve better customer service, outline their needs and establish standards that are consistent to the customer requirement having a clear pathway for controlling system and having a paradigm shift to improve their capabilities and empowering of the employee and have some level of Improvement through reviewing how customer bringing to perspective how their set standard are supposed to be thus being consistent with the set customer specification ,the control process, control system that are set to improve their capabilities and empowering of employee at all levels.

Employees must focus on customers both internal and external, whereby each level has a process that converts outcomes into its respective outputs therefore there must be proper anchorage by

having a basis for quality through proper management of the outcomes process. He further affirms there is need of Senior Manager and Director to help in ensuring there is an understanding the direction at which the commitment of quality is enhanced , thus the implementation of the greater picture in future, he further affirms the most critical indepth analysis into these special areas is that behavior of top management in an organization requires clear and consistent focus so as to be achieved through developed strategy value that has a long term orientation, therefore his argument is based on the model through which managers can achieve quality (John .S .Oakland ,1988).

In reference to the study carried out on the role of strategic procurement based on how an organization needs to perform by Co-operative Bank in Kenya, (Wanjiru, 2013) it was noted that the strategies that organizations could adopt include: the continuous process must mean coming up with effective practices and providing the platform for sharing knowledge and the most effective technique that is to be used in making gradual improvement by embracing the essence of relationship with supplier with the motive of transacting that eventually leads to a win –win situation between the two entities and thus narrowing down to the supply entities that are in procurement sector by establishing only the best valuable suppliers who should be dealt with throughout the operational cycle.

According to (Onyinkwa,2013) carried out a study in public schools in Nyamache district of Kenya, majority of the respondents 66.7% agreed that lack of measurable skills if not imparted well to an employee brings about non adherence to the laid down standards by procurement Authorities. To make sure there is economic growth and effectiveness in performance, emphasis should be made on the input of employees in the goals of organizations. It is further supported by (Sultana,2012),who noted that it is very important for various organizations to invest continuously in training and development.

A study by FSD Kenya (2008) found out there was knowledge gap of the guidelines provided about duties and obligation that blends together with Public procurement disposal Act and its benchmark. Part of the green light to the study were that strategies and objectives laid down in

place in reference to training need to be done since it is important to impart skills in the special area of procurement by enhancing training to the procurement employees .

2.5 Communication and implementation of Donor funded Projects

Communication is very important in the running of projects especially in the execution stage (Elenbass 2000) Having well established and elaborate communication system between supplier its stakeholder if coordinated well it leads to improved business performance (Jenkins 2011).Weak coordination between the procurement entity and user department could be as a result of lack of effective communication (Mokaya,2015). Communication is one of the most important aspects in any procurement procedure .It also facilitates better understanding between two or more parties and can also enable people within organizations to solve any emerging problems.

The European Union (E.U) has tried to improve efficiency and effectiveness in the area of Procurement Procedures by trying to ensure that communication is very clear and done promptly, this has enabled the process to be very transparent, in some countries within the E.U such as Portugal where most process in the procurement procedures use the electronic forum (OECD,2007). By 2017 the European Union plans to have full electronic communication system in the procurement process (EU Public Contracts Directive 2014). In this study focus will be made on procurement procedures.

The Public and Disposal regulation of 2006 states that the user department obligation is to first provide every financial year a procurement plan and a budget. The Act continues to state that the User Department has three main roles in terms of communication .Firstly is to make a request to the procurement office on what they require hence they have to give proper specifications .Incase of any alterations the user should communicate the same .In addition the user department can also communicate any cancellation to the Procurement Office which has to be at request for what they require to procurement entity and they should ensure that they give accurate information/specification in the right number or quantity.

It was noted that in many government offices the user department requests for approval from the head of Department before it is forwarded to the procurement entity. Secondly it is the duty of the Procurement Officer to analyze the requests made by the user department and forward the same information to the suppliers or bidders, Saunders (1997) observed that procurement officers are in sense the information processors in that they have to get information from the user understand that information and analyze it and send the same information to the suppliers. This is because the Public and Disposal Act (2005) show details on how awards are provided to various suppliers.

Thirdly is that suppliers give details on what they can supply and the prices once this is done the procurement officer chooses the lowest bidder and in return give the same information to the user department where they fill the necessary details where they start preparing for finances to do the purchase. According to Brown and Hyer (2010) projects run through communication.

2.6 Documentation and Implementation of Donor Funded Projects

Documentation in public procurement is tedious and cumbersome thus causing further delay. It does not help because one document like Authority to Incur expenditure (A.I.E) may require multiple approval and signing for example an officer raises an A.I.E ,the Project Investigator signs it ,then Chairman of the Department, the Principal of the College, Deputy Vice Chancellor Administration and Finance .Besides the foregoing approvals there are other officers who vet and endorse the A.I.E as it moves from one process to the other. Such officers include the Finance Officer, Chief Internal auditors and Procurement Officers.

Documentation are documents provided either on analog or digital media. Documentation is very important in any work place as it provides proof of what activities took place hence provides proof of what actually happened. There is a saying that states if it is not in writing then it did not happen .Procurement in Kenya has become a very sensitive matter as it has always had issues on corruption hence documentation is an important aspect in procurement. The knowledge practice and experiences of any organization are always in terms of documentation.

It is imperative that procurement must be established through known procedure that must be guided in sense that there is no procurement procedure that are identical, however some

procurement procedure may prove to be complex in nature thus requiring adapted steps, whereas simplified acquisition which can be done through specified steps under this the type of prices established on a commodity determines the steps that were in cooperated and involved during the procurement process. There are various documents used in procurement procedures, some of which are generated from public organization. In the case of University of Nairobi there are several documents which are supposed to be generated and filled and approved by various signatories.

The regulation of Public procurement and Disposal Act 2006 requires that the user department initiate for disposal requirement and forward to the procurement unit, but in most public sector a letter or memo of approval has to be sort and approval given before it is taken to the procurement entity which decides on method of purchase (UON OP25).The Public and Disposal Act (2005) provides the criteria of award to suppliers once this is done and the best bidder selected. The user Department is provided the information in terms of the price and is required to process the Authority to incur expenditure which has to be signed by various people depending on the threshold. Once this is done the Procurement entity raises an LPO which is sent to supplier who later supplies good or services. Once goods are supplied the user department have to sign the invoices and delivery notes. The inspection and acceptance committee then has to sign inspection and acceptance form. Then the process of payment starts.

2.7 Theoretical framework

This research report is based on two theories the Agency and Transactional theory.

2.7.1 Agency Theory

This theory attempts to bring out the relationship between two parties that is the Principal and the other party is the Agent. Under this theory the agent is delegated the duty thus they work on behalf of the boss who is the Principal. In this relationship the agent has some roles and responsibilities to carry out when the principal is absent, however the conflict may arise between the two parties , where the agent may agree with the principal or some grounds thus leading to nullification of the two relationships . therefore the theory shades light on the mutuality that exist between the two parties and what each of the party is required to do and incase of any conflict

which is the way out. This theory may have an application between employer and employee, buyer to supplier and any other relationships that may exist (Eisenhardt, 1989). In this study the donor funded projects are the principal who delegate the whole procurement process to the Procurement department who are within the College hence they are the agents in this case.

2.7.2 Transaction Costs Theory

In a study by Njiraini and Moyi (2006) they assert that this theory is imperative when one wants to discernment that exists in firms that intend to participate in public procurement, these costs maybe explained as the cost incurred by an organization when obtaining and verifying crucial information that is related to the quality and quantity of products both goods and services and the established legal and contractual framework that must be followed. Therefore these transaction costs may imply to the costs incurred by the institution that are players in the public procurement when trying to initiate or seal the contracts.

2.8 Conceptual Framework

In the conceptual framework as shown in Figure 1, there were four independent variables which are the choice of procurement procedure, staff competency, communication and documentation. The choice of procurement has various areas which are open tendering, accelerated procurement, restricted procedure, negotiation procedure .These procurement procedures need to be carried out effectively to ensure that the procurement is successful. The main procurement procedures are four, which are: open tender, restricted tender, direct procurement and request for quotations. It would be important to find out whether a particular procedure has an effect on the success of the project.

The intervening variables included donor interest and policies, and ethical issues. These variables were intervening in the sense that although the independent variable had an effect on the dependent variable, these other intervening variables came in between to modify the relationship. Donor interest and policies, and ethical issues may have a positive or negative impact on the project.

The dependent variable in this study was the implementation of donor funded projects in Kenya. This was analyzed in three aspects of scope of the project, cost and time. A successful project to

be able to efficiently and effectively meet the necessary scope, be carried out within the budget and also to be delivered on time. These are the qualities which the researcher sought to find if the procurement procedures had a positive impact or negative impact.

2.1 Conceptual Framework

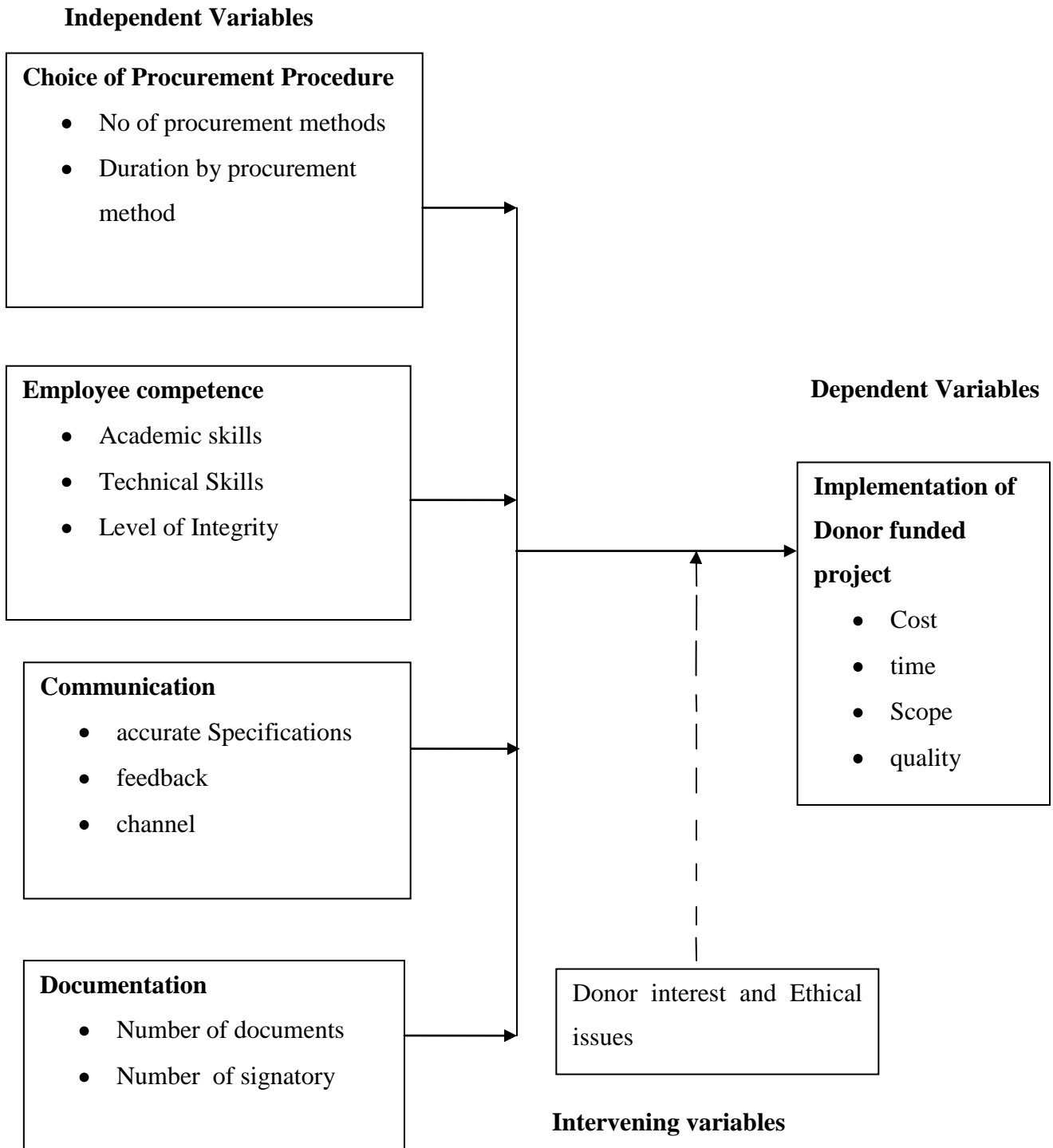


Figure 1: Conceptual framework

2.9 Research Gaps

There are gaps in the academic institutions undertaking research activities related to donor funded project implementation in Kenya especially in the area of Procurement Procedures often these gaps lead to loss of funds or minimal use of donor funds. In a study done by Barasa (2014) he only focused on how choice of procurement procedures and also communication influences public project implementation yet it can influence private sector or even donor funded projects. The researcher wanted to address this gap. Also a lot of research has only been carried out on the general procurement process forgetting that a procurement procedure is also vital area. A general practice that is involved in the entire procurement process is a setback in the implementation of donor funded projects in Kenya .One of the significant procurement reforms in the public service in recent times aimed at addressing the agency problem has been the introduction of performance contracts. Performance Contracting is part of broader public sector reforms aimed at improving efficiency and effectiveness in the management of the procurement in Public service .The absence of these makes it difficult in implementing and coming up with effective and objectives that should be achieved . Lack of provision of enough and an efficient platform to enable the free flow on the information of the procurement procedure to the latter it is a major stumbling block to the entire process which is supposed to offer solution to its customers but with the reference to the difficulties incurred when undergoing the process lays a heavy burden on this process thus leaves it with no option but to sail in a different boat therefore this forms the researcher's gap.

2.10 Summary of Literature Reviewed

The Public procurement procedures are complex and dynamic. The factors affecting implementation of donor funded project such as choice of procurement procedure, communication, staff competency and documentation reflect the extent to which these factors are importance and imperative when factored in and utilized well. Therefore for you to have a performing donor funded project you have to understand the importance and how each factor affects the whole procedure. Through this it creates awareness that for you to have a sustainable improvement in procurement outcomes it has to be milked from the source that uplifts and appreciates the pivotal role of procurement in a wider perspective of the financial management

and the productivity of the organization, its prospects which are designed to enhance the skills that are key in responding to the organizations crucial needs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter three of the study covers the type of design used ,targeted population ,data collection, instrument that were used ,their validity, procedure for collecting data ,the analysis and more importantly the ethics. Lastly is operationalizaion of the variables.

3.2 Research Design

The researcher applied both qualitative and quantitative approach using descriptive survey design to investigate the influence of public procurement procedures and implementation of donor funded project. Cooper and Schindler (2003) define research design as a blueprint for measuring, and analyzing of data collected. According to Saunders et al. (2009) further explains descriptive studies as the descriptions of phenomenon and the study of the characteristics that is exhibited by the population under study. Under this regard, the study focused on: describing the phenomena or characteristics associated with the subject matter and by getting views from the respondents using questionnaires. Therefore descriptive survey design was efficient and the researcher found it to be vital in the research in the sense that it provided in-depth information about public procurement procedures and implementation of donor funded project.

3.3 Target Population

The targeted population for this study was fifty respondents .Forty five of which were from the donor funded projects and five were Procurement staff from the College of Health Sciences which comprised of Project Directors /Managers, Project Administrators, Projects Accountants, Project Coordinators and Procurement Officers from the College of Health Sciences. According to Mugenda et al (2003) target population is the population the researcher may want to participate in the study. The research looked at the influence of public procurement procedures on the implementation of donor funded project in Kenya.

Table 3.1: Distribution of Respondents

Position	Number of respondents
Program Managers	8
Program Administrators	16
Program Accountants	13
Program Coordinators	8
Procurement Officers	5
Total	50

(Source: CHS,2016)

3.4 Census

The study adopted census since the target population was small. Census is also known as Complete Enumeration Survey method, whereby the total population is used to gather information. The main benefit of census is that its accurate since information gathered is in totality. This method can be adopted when the population is small.. (Salant and Dilma, 1994)

3.5 Research Instruments

Questionnaires were used as an instrument of the study since they were cheap, easy to administer to the respondents and analyze (Barce, 2004). The questionnaire had both structured and unstructured questions, the structured questions were used to collect quantitative data while the unstructured questions were used to collect qualitative data. The questionnaires had five sections which comprised of the following Section: A dealt with the background of respondent, Section B focused on the Choice of procurement procedures, Section C focused on staff competency, section D focused on Communication and Section E focused on Documentation .The questionnaires were structured

3.5.1 Pilot Testing of the Instruments

This was conducted using the researcher's supervisor and a panel of five colleagues not working with the programs for feedback purposes due to their familiarity with the research purpose and

did not participate in the final research. After amendments were made in question wording, layout, sequencing and validity of the questions, the final draft of the questionnaire was finalized and disseminated (Collins and Hussey, 2009).

3.5.2 Validity of the Instruments

Validity in this study was checked using expert opinion where a sample questionnaire was presented to the Supervisor and some of the Procurement officers who checked its relevance to the research objectives. Therefore validity refers to the procedure or instrument used in the research must be able to bring out the degree of the result gathered from the data from the phenomenon under study. In research the most fundamental thing is to get the most information that is accurate .validity therefore implies that you want to obtain what you are supposed to measure . Validity in research may imply accuracy of the research tools (instruments) and the validity of the research finding. According to Mugenda Mugenda (2010) described validity and accuracy as the extend at which the measurement of the phenomenon under study provides accurate data gathered as the quality of measurement procedure that provides respectability and accuracy of the data gathered

3.5.3 Reliability of the Instruments

The reliability of the questionnaires was evaluated by the use of SSPS 16.0 data editor in order to make its analysis reliable. The coefficient value may be represented from the range of 0-1 which shows the degree of peakedness or highly picked items. Therefore when there is high level of quality test, it shows the importance at which the evaluation of the data that was provided in the cross checking .this is importance in the sense that the correlation that exists between each of the alpha is increased, however, when we have high level of coefficient of alpha, this does not guarantee that there is high degree of internal consistency in the sense that this tools of evaluation (alpha) is affected by lengthy of the test. Therefore if the level of the test being put under test is lengthy, it means that the alpha will be reduced. Therefore an in-depth look in to the reliability implies stability or dependability of an instrument or procedure in order to obtain information to ensure that reliability is adequate and there must be some important consideration a researcher must have. The reliability of an instrument depends on length of the instrument the greater is the reliability and therefore having greater level of consistency. Therefore a higher

value shows the extend at which generated ordinal ranking were of importance, Cooper and scindler 2008 have indicated that the value above 0.77 form a greater base to be an acceptable reliability .The reliability is concerned with the ability of an instrument to measure consistently therefore the table below shows that staff choice of procurement procedure competence yields a higher value of 0.839 followed by staff competency with value of 0.800 and documentation with 0.782 thus communication taking the least ranking of 0.763. This confirmed that all the four ranking were reliable since the reliability value surpassed the threshold mark of 0.7 (Lee Cronbach, 1951).

Table 3.2: Reliability analysis

Variables	Cronbachs alpha	Number of items
Procurement choice	0,839	4
Staff competency	0.800	4
Documentation	0.782	4
Communication	0.763	4

3.6 Data Collection Procedure

The researcher sought approval from the University of Nairobi to collect data from the College of Health Sciences and also National Commission to Science Technology and Innovation (NACOSTI).Once approval had been granted the researcher had to send the various questionnaires to the projects via e-mail and others were sent physically and anonymity was observed.

3.7 Data Analysis Techniques

The analysis of data was most suitably done by applying SSPS version 16.0 application software. The researcher applied central tendency and the discernment of relationship as the appropriate statistical method, to summarize and analyze the survey data among the key quantitative tools that were employed during data analysis include descriptive statistics that examines the measure of central tendency which ranges from mode; mean standard deviation, median frequencies of the data and its percentages. This method/tool is more effective in the analysis of the data collected for instance in determining how the data is related from each other and also to

determine how the commonality and the deviation from commonality. The data gathered were presented in table form since this method is deemed to be the most efficient tool for presenting researched data for easier interpretation and analysis.

3.8 Ethical Considerations for the Study

Ethical considerations are the moral principles that bind any researcher when conducting a research (Schulze, 2002). The researcher followed ethical considerations in the course of the data collection process. At the outset, respondents were asked to participate at their own will by filling the questionnaire and any respondent who wished to withdraw from the exercise were allowed to do so. The researcher sought permission from the relevant authorities before undertaking the study. The researcher was to guard and ensure that the privacy and confidentiality of the research participants' identities were not revealed or presented in the study.

Table:3.3 Operational definition of variables

Objective	Variable	Indicator	Measurement scale	Data analysis
To establish how the choice of procurement procedures influences the implementation of donor funded projects in Kenya	independent procurement procedures	-Number of methods -Number of days for each method	-nominal -nominal	Descriptive analysis Frequencies and percentage
	Dependent implementation of donor funded project	-Cost -Time -Quantity	-ordinal -ordinal	Descriptive analysis Frequencies and percentage
To determine how staff competency in procurement procedures influences implementation of donor funded projects in Kenya	Independent Staff Competency	-Academic skills -Technical skills - Attitude	-nominal -nominal	Descriptive analysis Frequencies and percentage
To assess how communication during procurement procedures influences implementation of procurement.	independent Communication	- duration of feedback -accurate specification -channel	-nominal -interval -nominal	Descriptive analysis Frequencies and percentage
To establish how documentation used in procurement procedures influences implementation of donor funded project in Kenya.	Independent Documentation	-number of signatories -number of documents	-nominal -nominal	Descriptive analysis Frequencies and percentage

CHAPTER FOUR

DATA ANALYSIS ,PRESENTATION AND INTERPRETATION

4.1 Introduction

The chapter focuses on breaking down of data collected from the population through the questionnaire schedule as per the objectives of the study, presenting the information in table format and interpreting the data in a way that it is easy to understand.

4.2 Questionnaire Return Rate

The study had targeted 50 participants who were from the various donor funded projects and Procurement Department at College of Health Sciences. Out of the sample size, 35 questionnaires were successfully filled out and resubmitted; therefore this made the response rate of 70%, while 15 did not return the questionnaire citing that they did not have time and some of the projects did not procure goods and services through the University instead their partners procured items on their behalf which represents 30%. The following is a summary of the questionnaire returned as shown in Table 4.1. The response rate for this study was adequate since it was above 50% (Babbie, 2002).

Table 4.1: Respondents return rate

Questionnaire	Number of questionnaire	Percentage (%)
Returned Questionnaire	35	70
Questionnaire not returned	15	30
Total	50	100

4.3 Background Information of Respondents

The first section of the questionnaire (Section A) collected general information of the respondents. The variables in this Section included the following gender, age brackets, designation, years of work experience at respective projects and procurement Department and education level.

4.3.1 Respondents gender

Out of 35 respondents who filled the questionnaire 60% were female while 40% were male as indicated in Table 4.2. This indicates that most employees in the Donor funded project and the Procurement Department are female and also that they were willing to fill the questionnaires. Since the two genders have different view in their understanding of things this will be important in understanding the Public procurement procedures and its influence in implementation of donor funded projects.

Table 4.2: Respondents by gender

Gender	Frequency (f)	Percentage (%)
Male	14	40
Female	21	60
Total	35	100

4.3.2 Respondents Age

The respondents were required to indicate their age brackets as shown Table 4.3. Majority of respondents 51.43% indicated they were aged between 31-35, 17.14% were aged between 26-30, 14.29% were aged between 20-25 and 36-40 respectively while 2.86% were aged 41 and above. The finding indicated that most of the employees who work in Donor funded projects and Procurement Department are youth, the national youth policy of Kenya (2006) defines youth as between 15-30 years. This also implies that the respondents are able to provide valuable answers on the study topic.

Table 4.3: Age Group of the Respondents

Respondent Age	Frequency (f)	Percentage (%)
20 -25	5	14.29
26-30	6	17.14
31-35	18	51.43
36-40	5	14.29
41 and above	1	2.86
Total	35	100

4.3.3: Designation of Respondents

The respondents were required to indicate their designation. From the findings 31.43% indicated they were program administrators, while 25.71% were program accountants, 17.14% were program coordinators, 14.29% were procurement officers at the College who facilitate in the procurement procedures. While 11.43% were program managers as revealed in Table 4.4. Most of the respondents were administrators even though the respondents were evenly distributed hence as implementers they are able to provide valuable information on how Public Procurement procedures influences implementation of donor funded projects.

Table 4.4: Designation of Respondents

Designation	Frequency (f)	Percentage (%)
Project managers	4	11.43
Program Administrators	11	31.43
Program Accountants	9	25.71
Program Coordinators	6	17.14
Procurement officers	5	14.29
Total	35	100

4.3.4: Years of Experience with University

The respondents were required to indicate the years of experience the respondents had been working in the University and their respective projects .From the findings of study as revealed in Table 4.4 48.57% of the respondents indicated they have worked in the University for between 6-10 years, 37.14 % have experience of between 0-5 years, 14.29 have experience of 11-15 years as. Most of the respondents have over five years which is deemed to be enough for the respondents to understand the Public Procurement Procedures and how it influences implementation of Donor funded projects.

Table 4.5: Years of Experience of Respondents

Years	Frequency (f)	Percentage (%)
0-5	13	37.14
6-10	17	48.57
11-15	5	14.29
Total	35	100

4.3.5: Level of education

Table 4.6 Indicates the level of education of the respondents.71.43% of the respondents had Bachelors Degree while 22.86% had Masters Degrees and 5.71% had diplomas/Certificate. This means that the respondents had adequate level of education in their area of occupation and therefore have an in-depth perceptive of operations, in this case Public Procurement procedures.

Table 4.6: Level of education

Education level	Frequency (f)	Percentage (%)
Masters level	8	22.86
Degree level	25	71.43
Diploma	2	5.71
Total	35	100

4.4: Choice of Public Procurement procedures and Implementation of donor funded Projects

The study was to find out how the choice of procurement procedures influences implementation of donor funded project.

4.4.1: Procurement procedure commonly used

From the questionnaire the respondents were requested to indicate the commonly used procurement procedure in their projects and departments respectively ,94.29% of the respondents indicated that quotation method is commonly used while 5.71% indicated direct procurement was commonly used as shown in Table 4.7. From the findings this implies that quotation method

is preferred as it is used for small value commodities and it's faster compared to open tendering and restricted tendering (Barasa, 2014). This therefore implies quotation method is the preferred procurement choice at the College.

Table 4.7: Procurement procedure commonly used

Procurement procedure	Frequency (f)	Percentage (%)
Quotation	33	94.29
Direct procurement	2	5.71
Total	35	100

4.4.2 Factors determining choice of procurement procedure

The study wanted to ascertain the extend at which various factors influences the Choice of procurement procedure. The respondents were asked to rate the determinant using likert scale 1= Very small extend, 2 = Small extend , 3 = moderate extend, 4 =Great extend while 5 = Very great extent This study was computed using mean and standard deviation for easy analysis as shown in Table 4.8.

Table 4.8: Various factors determining choice of procurement method

Factors	N	Mean	standard deviation
Public procurement act	35	5.20	4.147
Influence by procurement officer	35	11.40	6.542
The suppliers in the market	35	8.00	5.788
Amount of procurement budget	35	4.60	3.578
Influence by other officers	35	5.80	10.183
Valid N (List wise)	35		

From Table 4.8 the majority of respondents revealed that Public Procurement Act determined the Choice of procurement procedure to a Very great extend with a mean of 5.20 and a standard deviation of 4.147, while influence by procurement officer had a small extend with a mean of 11.40 and a standard deviation of 6.542, Suppliers in the market and amount of procurement budget influenced the choice of procurement procedure to a moderate extend with a mean of

8.00 and standard deviation of 5.788 and a mean of 4.60 and a standard deviation of 3.578 respectively. The influence by other officers was influenced to a very small margin with a mean of 5.80 which was found to have a standard deviation of 10.183. From the findings it is important to acknowledge there is no one criteria determining the procurement procedure for any project as it are determined by either external or internal factors (Ireland, 1985).

4.4.3 Completion time of procurement procedure /method on time

The respondents were requested to indicate the completion of procurement method at any particular time in percentage as shown in Table 4.9.

Table 4.9: Completion time

Completion time %	Frequency (f)	Percentage (%)
0—25	8	22.86
25—50	7	20
50—75	15	42.86
75—100	5	14.86
Total	35	100

From Table 4.9. 42.86% indicated that completion time is between 50-75 %, while 22.86% rated completion of procurement method to be between 0-25% while 20% indicated that completion rate was between 25-50% and lastly 14.86 % indicated completion rate as between 75-100%. This indicates that most of the procurement method at the College of Health Sciences This implies that completion of procurement time ranges from 50-75% since its mostly characterized by high level of beauracracy (Baily, Farmer, Jessop and Jones, 2005) this means different procurement methods take certain duration of time.

4.4.4: Procurement choice and implementation of donor funded project

The respondents were asked to state whether the choice of procurement procedure was significant to project implementation. All the respondents indicated that it was significant as indicated in Table 4.10.

Table 4.10: Significance of procurement choice on implementation of donor funded projects

Significance of Procurement choice	Frequency (f)	Percentage (%)
Yes	35	100
Total	35	100

The findings in Table 4.10 indicate that all the respondents indicated that procurement choice was significant to implementation of donor funded project as it determines the cost, speed, and this is because some procurement methods take a longer period than others and also if the right procurement method is used then it means the project implementation will be on time.

4.5. Staff competency and implementation of donor funded projects

The respondents were asked to state if the procurement staff had the right competencies in the area of procurement procedures.

4.5.1 Whether procurement staff had the skills to procure complex items:

The respondents were requested to state whether procurement staff had the right skills to procure complex items as shown Table 4.11.

Table 4.11: Procuring of complex items

Response	Frequency (f)	Percentage (%)
Yes	15	42.86
No	20	57.14
Total	35	100

From Table 4.11 from the finding it was clear that 57.14% agreed by saying that procurement officer had absolute and proper knowledge to procure complex items while 42.86% disagreed by saying that procurement staff did not have required skills to procure complex items. This implies that most respondents felt that procurement officers at the College did not have the skills to procure complex items since they felt most of it was done at the Central administration.

4.5.2: Staff proficiency

The study required to find out whether the procurement staff had the relevant skills, knowledge, attitude and other competencies. The respondents were asked to rate the competencies using Likert scale 1= Very poor, 2 = Poor, 3 = Average, 4 = Good 5 = Very good .This was computed using mean and standard deviation for easy analysis ,and clarity as indicated in Table 4.12.

Table 4.12: Staff competency

Staff competency	N	Mean	Standard deviation
Academic Skills	35	2.25	2.630
Knowledge of procurement procedures	35	3.50	5.066
Professional qualification	35	8.0	3.830
Right attitude	35	7.5	1.732
Work experience	35	15.75	10.595
Valid N (List wise)	35		

From Table 4.12 most of the respondents indicated that employees had the relevant academic skills which was very good by a mean of 2.25 in addition a standard deviation of 2.630 academic skill enables the employee to be at par when performing their duties ,knowledge of procurement procedure was fairly good with a mean of 3.50 and a standard deviation of 5.066 was of essence in that an employee is a to abide by the standard operating procedure and even in enabling in achievement of the set objective and choosing the right method , professional qualification was good with a mean of 8.0 and a standard deviation of 3.830 was found to give an employee an upper hand and added advantage when it comes to performance of duty, work experience had a mean of 15.75 and a standard deviation of 10.595 was found to place an employee in the right place in that he is able to have the relevant experience therefore right attitude for the job ,was found to have an immense effect on the operation of the entire process in that when an employee exhibits wrong attitude in his /her area of specialization when performing the duty these acts as a stumbling block ,thus derailing the entire process and therefore hindering the realization of the set objectives which needs to be attained. The findings indicate that the procurement staff at the College of Health Sciences had the necessary competencies to carry out the procurement

procedures but most of the respondent indicated that there was need for more training to improve their knowledge and skills as procurement evolves day in day out.

4.5.3 Staff competency influences project execution

The study sought to find out the extent to which staff competency influences implementation of donor funded projects as indicated Table 4.13.

Table 4.13: Extend to which staff competency influences implementation of donor funded project

Staff Competency	Frequency (f)	Percentage (%)
Very great extend	9	25.71
Great extend	8	22.86
Moderate extend	13	37.14
Small extend	4	11.43
Very small extend	1	2.86
Total	35	100

From Table 4.13 37.14% indicated that staff competency moderately influences implementation of donor funded projects, while 25.71% indicated it influences to a very great extend, 22.86% indicated it influences to a great while 11.43% indicated it influences to a small extend and lastly 2.86% indicated it influences to a very small extend .This indicates that staff competency in the area of procurement procedures is very important as the effective operations and control of systems is reliant to the value and ability of staff employed (Saunders,1997).In addition the recognition of the philosophy of purchasing partnership must acquire a faster look at the education level of procurement staff.

4.6: Communication and implementation of donor funded project

The study sought to establish how communication during procurement procedures influences implementation of donor funded projects.

4.6.1 The study sought to find out how various communication tasks are carried out.

The respondents were asked to rate the tasks using likert scale 1= Very poor, 2 = poor, 3 = Average, 4 = Good 5 = Very good .This was computed using mean and standard deviation for easy analysis as indicated in Table 4.14

Table 4.14: Communication tasks

Tasks	N	Mean	Standard Deviation
Interpretation of specification	35	6.67	1.55
Feedback by procurement officers	35	8.0	1.528
Getting exact goods	35	16.33	5.77
Valid N (List wise)	35		

From Table 4.14 majority of the respondent felt that communication had great impact based on when one wants to get the exact goods ,services in the right quantity and quality in that he/she has to disseminate across the right information in the right context , the required task has to be completed on time , therefore getting the exact services and goods in the right quality and quantity was Good by a mean of 16.33 as well as a standard deviation of 5.77, while feedback by procurement officers and interpretation of specification was average with a mean of 8.0 and standard deviation of 1.528 and a mean of 6.67 and standard deviation of 1.55 respectively. The average score in both feedback by procurement officers and interpretation of specification means that the two tasks are not well done hence causing delays in the procurement procedures hence it should be improved.

4.6.2 Poor communication leads to abandonment of procurement procedure

The study sought to find out how poor communication results into delay, increased abandonment of procurement among other problems as indicated in Table 4.15.

Table 4.15: Poor communication

Poor communication	Frequency (f)	Percentage (%)
0—25%	5	14.57
25—50%	4	11.43
50—75%	20	57.14
75—100%	6	17.14
Total	35	100

Table 4.15 indicates that 57.14% of the respondent indicated that poor communication leads to abandonment and delay of procurement procedure, whereas 17.14% felt that poor communication leads to the increase in delay, increase in cost, abandonment among other problems, followed by 14.57%, and lastly 11.43% This indication was an affirmation that poor communication increase cost, delay abandonment among others.

4.6.3. Communication during procurement procedures and project implementation of donor funded projects

The study sought to find out the extent to which communication during procurement procedure influences the implementation of donor funded project as indicated in Table 4.16.

Table 4.16: Extend that communication during procurement procedures affect implementation of donor funded project

Communication	Frequency (f)	Percentage (%)
Very great extend	8	22.86
Great extend	13	37.14
Moderate extend	11	31.43
Small extend	2	5.71
Very small extend	1	2.86
Total	35	100

From Table 4.16 37.14% of the respondents indicated that communication influences project implementation to great extend, while 31.43% indicated that it influences to moderate extend, to a very great extend.5,71% indicated that it influences on a small extend while 2.86% indicated that it influences on a very small extend. While 22.86% indicated that communication influences implementation of donor funded projects.

4.7 Documentation and implementation of donor funded projects

The study sought to find how documentation influences the implementation of donor funded projects at the University of Nairobi, College of Health Sciences.

4.7.1 Number of documents used at any particular procurement procedure

The study aimed to find out the number of documents used in any particular procurement procedure. as shown in Table 4.17.

Table 4.17: Documents used during procurement procedures

No. of Documents	Frequency (f)	Percentage (%)
4-7	18	51.43
8-11	17	48.57
Total	35	100

Table 4.17 indicated that 51.43% use 4-7 documents were used in a particular procurement procedure while 48.57% indicated that 8-11 documents in a particular procurement procedure. From the respondents above this indicates that on average 8-11 documents are used at a particular procedure. This implies that the number of documents that are used can influence the implementation of projects since it can either delay or fasten the whole process.

4.7.2 Signatories to the documents

The study sought to establish the number of signatories that are required for a document to be signed for it to go through or be valid. The respondents were required to indicate appropriately the number of signatories' one particular document goes through as indicated in Table 4.18. From the finding 80% indicated that 4-7 signatories have to sign a particular document, while

20% indicated that 1-3 signatories have to sign a particular document. This was a true representation in that for a document to be cleared had to go through various offices to be cleared. However the respondent felt that due to some level of urgency, some documents ought to have one officer in charge that can make direct clearance. They also felt that a document having more or to be signed by more than seven signatories was proving to be cumbersome in that it takes the best of the precious time that ought to be utilized in doing other important things that are productive to the to the projects.

Table 4.18: Number of signatories

Signatories	Frequency (f)	Percentage (%)
1-3	7	20
4-7	28	80
Total	35	100

4.7.3 Documentation and its influences implementation of donor funded project

The study sought to find out the extent to which documentation influences the implementation of donor funded project as indicated in Table 4.20

Table 4.19: Documentation and implementation of donor funded projects

Documentation	Frequency (f)	Percentage (%)
Very great extend	9	25.71
Great extend	11	31.43
Moderate extend	10	28.57
Small extend	4	11.43
Very small extend	1	2.86
Total	35	100

From the analysis in Table 4.19 31.43% indicated that documentation affects implementation of donor funded projects at a great extend, while 28.57% indicated that it affects to a moderate extend, while 25.71% indicated that it funded projects to a very great extend, while 11.43%

indicted that it affects implementation of donor funded projects to a small extend and lastly 2.86% of the respondents indicated that documentation affects donor funded project to a very small extend.

4.8. Relationship between variables

Descriptive statistics was carried out to using correlation model to establish the influence of public procurement procedures and implementation of donor funded projects. The correlation analysis model laid down the basis on how to which extent each of the dependent variable correlates with the dependent variables. under this, study correlated with the dependent variable implementation (A) and independent variables choice of procurement procedure, the effect of staff competency, communication, and how it influences the implementation of donor funded project, and to establish how documentation used during procurement procedure influence the donor funded project .Table 4.20 shows that the significant value is 1.00 which is equal shows that the study was highly significance. Therefore correlation effect is statistically important even in giving clarity between the independent variables and dependent variables and to what degree they correlate. The study was carried out to determine the extent to which the following variables are related which include communication, competency, procurement procedure and staff competence ,therefore from the finding it was clear that there was a correlation that prevailed between these variables as indicated in the table 4.20 below when analyzed

Table 4.20: Summary of SPSS 16.0 data editor correlation analysis between communication, competency, procurement procedure ,and staff competency

Control variables	donor funded project index	mean square	sig
Correlation	0.52	11.667	1.00
Significance (2-tailed)	.934		
Sum up square and cross			
Product covariance	3.57		
df	4		

From the table 4.21 based on the relationship that exist between the variables and how they correlate it becomes imperative to formulate the following equation $A=0.674+0.212+0.15900+0.412$. That is of great importance in analyzing the correlation between the variables

The Table 4.21 indicates the correlation analysis carried out between the following variables therefore the following findings were as a result of the analysis exhibited by the researcher in the field of study

Table 4.21: correlation analysis

Models	Pearson correlation	Std deviation	Sig
Employee competence	.674	.4147	1.00
Communication	.212	.6542	.988
Choice of procurement	.15900	.3682	.960
Documentation	.412	.344	.013

From the data that was analyzed showed that if all other independent variables were kept constant, it becomes important of having a well performed organization that may have a better influence on the donor funded project ,this may be effected and demonstrated only through the relationship that exist between the variables which include the choice of procurement procedure ,communication during the procurement procedure ,communication during the process staff competence and finally documentation .there was a strong positive correlation of 0.52 and a significance 2 tailed of 0.934 sum up square and a cross . this showed that there was strong dependency between the variables whereby it was clear that they have to work hand in hand in order to achieve the set objective for instance when you look at the choice of procurement procedure therefore it becomes imperative to understand the best communication process that is to be used during the entire process and even in carrying out the duties .it was also examined that the relationship between staff competence and documentation that is exhibited during the procurement procedure in that the adoption and the use of staff competence in performing out

the duties help in making use of the right documentation thus improved effectiveness and efficiency of organization on performance and the achievement of the set objective

CHAPTER FIVE
SUMMARY OF THE FINDINGS,DISCUSSION,CONCLUSIONS AND
RECOMMENDATION

5.1 Introduction

The purpose of this study was to have a deeper understanding on the Influence of Public Procurement Procedures on the Implementation of Donor funded projects: A case of College of Health Sciences, University of Nairobi This Chapter focuses on the summary of the findings, discussion, conclusion and recommendations.

5.2 Summary of Findings

The study identified four main factors that influence the implementation of donor funded projects.

The study revealed that the most common procurement procedure used was quotation which had 94.29%. The study also revealed that there are factors which determine the procurement choice, the main factor was public procurement Act. It was also revealed that completion of procurement procedure was not always completed on time. All the respondents indicated that procurement choice was extremely significant to the implementation of donor funded projects.

Secondly the study revealed that procurement personnel had the required competencies in the area of procurement procedures and that the procurement officers should improve on their attitude. In addition the study revealed that staff competence influences the implementation to a moderate extent.

In addition poor and distorted communication resulted in delay, increase in cost adornment and other related problems, 30% of the respondents unanimously agreed that poor communication resulted to escalation of cost, delay and abandonment while 16% felt that poor communication does not necessarily lead to high cost but only at that inconvenienced period when structures are not put in place properly. It was also noted from the study that communication was of greater essence thus plays an integral role in the whole operation of the organization. The study proved beyond reasonable doubt that lack of innovativeness and the organization will have a

constructive plan, therefore the study showed that university of Nairobi needs a thorough scrutiny in order to establish influence on public procurement on implementation of donor funded project in order to come up with effective and performing institution.

Lastly the study revealed that documentation also affects the implementation of donor funded projects in the sense that the numbers of documents and people who sign documents is a lot and this can causes delays because of bureaucracy.

5.3 Discussion of Key Findings

This section focuses on discussion of the key findings of the study and comparison with literature review so as to come up with detailed conclusion.

5.3.1 Choice of procurement procedure and implementation of donor funded project.

The study overwhelmingly revealed that choice of procurement procedures is extremely significant in implementation of project as it has a bearing on timely completion of donor funded projects. It further indicated that some procurement procedures are lengthy while others are shorter. The findings for this study can be reaffirmed by a study by Barasa (2014) with 98.1% approval rating where he found out that choice of procurement procedure is one of the most important factor that should be put in place when executing public projects. In another study, Amemba *et. al.* (2013) found out that the most prevalent challenges in the public procurement process was the selection of the most suitable procurement methods, therefore the choice of procurement method should always be considered during implementation of donor funded projects.

5.3.2 Staff competency and implementation of donor funded project

The study revealed that most procurement staff at the College of Health Sciences had relevant competencies required for effective management of procurement function. Staff competency in the area of procurement procedures moderately influences the implementation of donor funded projects .Lysons and Gillingham (2003), confirms that procurement staff should have necessary knowledge to carry out their mandate. The findings of this study concur with Wanyonyi (2015) findings where he indicated that staff competency has a positive influence in performance of

procurement as a process hence implementation of donor funded projects on time. According to Grant (1991) he states that the most important resource in any organization includes staff competency.

5.3.3 Communication and implementation of Donor funded projects

Clear communication between the Procurement Department and the Donor funded projects will definitely hasten any procurement procedure (Mokaya,2015).The study revealed that that Procurement Officers are supposed to have the capacity to analyze requests made by user department this statement supports that of (Saunders, 1997). The findings of this study agree with a study conducted by Barasa (2014) where he found that communication in procurement context plays a critical role in public project implementation.

5.3.4 Documentation and Implementation of Donor funded project

The study revealed that a lot of paper work used at any particular procurement procedure and the number of signatories affects the implementation of donor funded project at any particular time as it leads to bureaucracy

5.4 Conclusions

This study concludes that there is significance between the choice of procurement procedure and implementation of donor funded project. If the choice of procurement procedure is not right then there will be delays in the procurement process to some extend even affecting the price of commodities or services.

The study also deduced that there is a relationship between staff competency and implementation of donor funded projects. If the procurement staff does not understand the procurement procedures well then it means the procurement process will be affected.

The study also revealed that there is a significant relationship between communication during procurement procedures and implementation of donor funded projects. This means if

communication is not well done and the information not disseminated in proper context it means that the whole procurement procedure will be affected.

Lastly, the study revealed that there was a relationship between documentation and implementation of donor funded projects.

5.5 Recommendation

From the finding the researcher recommended the following acts to be set in place for a better implementation of the donor funded project especially in this special area of interest which is very crucial and sensitive.

1. There is need to conduct continuous in house training to procurement staff so as to be competitive in the new and fast changing world and thus this will help then to keep up to speed with every change that come to effect
2. There is need to automate procurement system in the University, like E-procurement and E-tendering in order to minimize costs, negative motivation like corruption, acceptance of gifts as a way of influencing the procurement process and kickbacks. For instance issues related to requisition or quotation should be filled automatically and return through a prescribed procedure instead of going through a manual process
3. There is need for the Public Procurement Oversight (PPOA) to relook at the various procurement Acts and shorten or improve it by looking at the various gaps in the various procurement procedures.
4. Researchers should carry out research to find out if procurement procedures are the challenge or the problem is with the implementers.

5.6 Suggestion for further study

Based on the finding drawn from the study, it is imperative to have a further look in other Organizations which might be having same structure set in place but not performing to its level best. A comparative study may be carried in other place sector for instance (KENHA) Kenya national highway authority agricultural sector like (KARI) to find out what could be. In a

nutshell or may be sailing in the same boat in that the way the institution is established may be affecting the implementation of donor funded project.

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APPENDIX I
LETTER TO THE RESPONDENT

Doris Monyangi Mokaya
Department of Open Learning
University of Nairobi
P.O. BOX 30197, 00100
Nairobi, Kenya
dmokaya@uonbi.ac.ke

Dear Respondent,

I am a student at the University of Nairobi. In partial fulfillment of the requirement for the degree of Master of Arts in Project Planning and Management, I am conducting a study whose primary objective is to establish the influence of procurement process on the implementation of donor funded projects in Kenya.

The information provided by you will be protected by the principle of confidentiality and your identity will not be quoted or released in the study or any presentation whatsoever. Your participation is important for the accomplishment of this study and it will be highly appreciated. Should you have any questions or concerns with regards to the questionnaire, please do not hesitate to contact me at any time through my contact provided above.

Thank you for your cooperation and time.

Yours faithfully,
Doris Mokaya

APPENDIX II: APPROVAL TO COLLECT DATA FROM UoN

Appendix I



UNIVERSITY OF NAIROBI OFFICE OF THE DEPUTY VICE - CHANCELLOR (Research, Production & Extension)

Prof. Lucy W. Irungu B.Sc., M.Sc., Ph.D.

P.O. Box 30197-GPO,
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Telephone: +254-20-2315416 (01), 318262

Fax: 0202317251
Email: dvc@uonbi.ac.ke

UON/RPE/3/5/XVII/144

November 2, 2016

Ms. Doris Monyangi
C/o School of Continuing &
Distance Education
University of Nairobi

AUTHORITY TO CONDUCT RESEARCH IN THE UNIVERSITY OF NAIROBI

Approval is hereby granted for you to collect data from the University of Nairobi for your research project entitled, "*Influence of public procurement procedures on the implementation of donor funded projects in Kenya*", in partial fulfillment of the degree of Master of Arts in Project Planning and Management, University of Nairobi.

Upon completion of your study, you are expected to share the findings of your study with the University of Nairobi by depositing a copy of your research findings/report with the Director, Library & Information Services

LUCY W. IRUNGU
DEPUTY VICE-CHANCELLOR
(RESEARCH, PRODUCTION AND EXTENSION)
&
PROFESSOR OF ENTOMOLOGY

Copy to: Vice-Chancellor
Deputy Vice-Chancellor (AA)
Deputy Vice-Chancellor (A&F)
Deputy Vice-Chancellor (SA)
Director, Library and Information Services

SWM/...



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APPENDIX III

NACOSTI PERMIT TO COLLECT DATA

CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.



REPUBLIC OF KENYA



National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No.A 15681

CONDITIONS: see back page

THIS IS TO CERTIFY THAT:
MS. DORIS MONYANGI MOKAYA
 of UNIVERSITY OF NAIROBI, 30197-100
 Nairobi, has been permitted to conduct
 research in Nairobi County

Permit No : NACOSTI/P/17/88473/18847
 Date Of Issue : 12th September, 2017
 Fee Received : Ksh 1000

on the topic: **INFLUENCE OF PUBLIC
 PROCUREMENT PROCEDURES ON
 IMPLEMENTATION OF DONOR FUNDED
 PROJECTS IN KENYA: A CASE OF COLLEGE
 OF HEALTH SCIENCES, UNIVERSITY OF
 NAIROBI**

for the period ending:
11th September, 2018



[Handwritten Signature]
 Applicant's
 Signature

[Handwritten Signature]
 Director General
 National Commission for Science,
 Technology & Innovation

APPENDIX IV
PRIMARY DATA QUESTIONNAIRE FOR PROJECT STAFF

My name is Doris Monyangi Mokaya from University of Nairobi. I am conducting a study entitled **“Influence of Procurement Procedures on the implementation of Donor funded projects in Kenya, a case of College of Health Sciences, University of Nairobi”**.

The questionnaire has been designed to collect data from personnel of College of Health Sciences; University of Nairobi .the information obtained will be treated with utmost confidentiality and will be used for intended purpose .Please mark (√) to the box that matches your answer to the questions and list the answers in the spaces provided as appropriate. Do not write your name on the questionnaire.

Please tick the appropriate box or write the answer in the space provided

Section A-Bio Data

1. What is your current age bracket?

- a) 20- 25 years
- b) 26 – 30 years
- c) 31 – 40 years
- d) 41 and Above years

2. Indicate your Gender?

- a) male
- b) Female

3. Kindly indicate the number of years you have worked in your current project

- a) 0-5 years
- b) 6 – 10 years
- c) 11 – 15 years
- d) More than 15 years

4. What is your highest level of education?

- a) Secondary level []
- b) Certificate/diploma level []
- c) Bachelor's degree level []
- d) Master's degree level []
- e) Doctorate level /Fellowship []

SECTION B

Information on Choice of procurement procedure and implementation of donor funded projects

5. Which procurement method does your project commonly use? (Tick where appropriate)

- a) Open tendering []
- b) Accelerated /expedited []
- c) Quotation method []
- d) Restricted tender []
- e) Negotiation procedure []
- f) Direct procurement (Single Sourcing) []

6. In the scale of 1-5 kindly indicate how important these factors are in determining the selection of procurement procedure in your project? (Tick where appropriate)

5 = Very great extent 4 = Great extent, 3 = moderate extent, 2= small extend 1 = Very small extent

	1	2	3	4	5
Various Public Procurement Act					
Influence by the Procurement officers					
The suppliers in the market					
The amount of procurement budget					
Other officers such as the Auditor and Bursars					

7. What percentage would you rate the completion of procurement procedure on time? (Tick where appropriate)

- a) 0-- 25% []
- b) 25-- 50% []
- c) 50-- 75% []
- d) 75--100% []

8. Do you think the choice of procurement procedure is significant in the implementation of Donor funded project?

(Tick where appropriate)

Yes

No

9. If your answer above is yes, kindly explain how?

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SECTION C

Staff competence and Implementation of donor funded project

10. In your opinion do you think procurement staff have required skills to procure complex items. (Tick where appropriate)

a) Yes b) No

11. In the scale of 1-5 kindly indicate how you would rate the procurement staff in terms of their competencies

(Tick where appropriate): 5 = Very good , 4 =Good , 3 = fairly good , 2= poor 1 = very poor

t)

	1	2	3	4	5
Have the right academic skills					
Have the Knowledge of the procurement procedures					
Have Professional qualification					
Have Right Attitude when performing their duties					
Have Experience					

12. In your opinion how does staff competency affect implementation of donor funded projects?

- a) Very small extent []
- b) Very great extent []
- d) Great extent []

- c) moderate extent []
- b) small extend []

SECTION D

Communication and Implementation of donor funded project

13. In the scale of 1-5 kindly indicate, if during procurement procedures if the following is done properly. Are the procurement staff able to carry out the following tasks as prescribed (Tick where appropriate)

5 = Very good , 4 =Good , 3 = fairly good , 2= poor 1 = very poor t)

	1	2	3	4	5
Interpretation of specification					
Feedback by procurement officers in case of queries or delay					
Getting the exact goods and services in the right quantity and quality					

14. How would rate poor communication during procurement procedure and to the extend it results in to delay, increase in cost, abandonment amongst other problem

- a) 0-25% []
- b) 25-50% []
- c) 50-75% []
- d) 75-100% []

15. In your opinion to what extend does communication during procurement procedure affect Implementation of donor funded projects?

- a) Very small extent []
- b) Very great extent []
- d) Great extent []
- c) moderate extent []
- b) small extend []

16. What do you think can be done to improve communication between procurement unit and Donor funded projects so as to avoid delays. Briefly explain?

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SECTION E

Documentation and Implementation of donor funded project

17. Kindly state how many documents are used in any particular procurement procedure?

(Tick where appropriate)

- a) 1-3 []
- b). 4-7 []
- c) 8-11 []
- d) Above 11 []

18. In any particular document, kindly state how many signatures that you require for it to be fully signed? (Tick where appropriate)

- a) 1-3 []
- b) 4-7 []
- c) 8-11 []
- d) Above 11 []

19. To what extend does the number and the of people signing the documents affect the implementation of donor funded projects at the College.

- a) Very small extent []
- b) Very great extent []
- d) Great extent []
- c) moderate extent []
- b) small extend []

23. Kindly explain how documents and the number of people signing them can be improved

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Thank you

APPENDIX V

PRIMARY DATA QUESTIONNAIRE FOR PROCUREMENT OFFICERS

My name is Doris Monyangi Mokaya at University of Nairobi. I am conducting a research entitled **“Influence of Procurement Procedures on the implementation of Donor funded projects in Kenya, a case of College of Health Sciences, University of Nairobi”**.

The questionnaire has been designed to collect data from procurement personnel at the College of Health Sciences; University of Nairobi .the information obtained will be treated with utmost confidentiality and will be used for intended purpose .Please mark (√) to the box that matches your answer to the questions and list the answers in the spaces provided as appropriate. Do not write your name on the questionnaire.

Please tick the appropriate box or write the answer in the space provided

Section A-Bio Data

1. What is your current age bracket?

- a) 20- 25 years
- b) 26 – 30 years
- c) 31 – 40 years
- d) 41 and Above years

2. Indicate your Gender?

- a) male
- b) Female

3. Kindly indicate the number of years you have worked in the Department of procurement at the College of Health Sciences?

- a) Below 3 years
- b) 3 – 5 years
- c) 6 – 10 years
- d) 11 – 15 years
- e) More than 15 years

4. What is your highest level of education?

- a) Secondary level
- b) Certificate/diploma level
- c) Bachelors" degree level
- d) Master's degree level
- e) Doctorate level /Fellowship

Section B

Choice of procurement

5. Which procurement method do you commonly use during the procurement of project goods and services? (Tick where appropriate)

- a) Open tendering
- b) Accelerated /expedited
- c) Quotation method
- d) Restricted tender
- e) Negotiation procedure
- f) Direct procurement (Single Sourcing)

6. In the scale of 1-5 kindly indicate the factors that determine the selection of procurement method?

(Tick: 5 = Very great extent 4 = Great extent , 3 = moderate extent, 2= small extent 1 = Very small extent

	1	2	3	4	5
PPA					
Influence by the Procurement officers					
The suppliers in the market					
The amount of procurement budget					
Other officers such as the Auditor and Bursars					

7. To what percentage would you rate the completion of any particular procurement method you carry out on time? (Tick where appropriate)

- a) 0-- 25%
- b) 25-- 50%

- c) 50-- 75%
- d) 75--100%

8. Do you think the choice of procurement procedure is significant in the implementation of Donor funded project?(Tick where appropriate)

- Yes
- No

9. If your answer above is yes, briefly explain how?

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SECTION C

Staff competence and Implementation of donor funded project

10. Do you have the required skills to procure complex items?. (Tick where appropriate)

- a) Yes
- b) No

11. In the scale of 1-5 kindly indicate how you would rate the competencies you have?

(Tick: 5 = Very good , 4 =Good , 3 = fairly good , 2= poor 1 = very poor t)

	1	2	3	4	5
Have the right academic skills					
Have the Knowledge of the procurement procedures					
Have Professional qualification					
Have Right Attitude when performing their duties					
Have Experience					

12. In your opinion to what extend does the competency you have affect implementation of donor funded projects ?

- a) Very small extent
- b) Very great extent
- c) moderate extent
- b) small extend

d) Great extent []

SECTION D

Communication and Implementation of donor funded project

13. In the scale of 1-5 kindly indicate, if you are able to carry out the following important. (Tick where appropriate)

(5 = Very good , 4 =Good , 3 = fairly good , 2= poor 1 = very poor t)

	1	2	3	4	5
Interpretation of specification					
Feedback by procurement officers in case of queries or delay					
Getting the exact goods and services in the right quantity and quality					

14. How would rate poor communication during procurement procedure and to the extend it results in to delay, increase in cost, abandonment amongst other problem

- a) 0-25% []
- b) 25-50% []
- c) 50-75% []
- d) 75-100% []

15. In your opinion to what extend does communication during procurement procedure affect Implementation of donor funded projects ?

- a) Very small extent []
- b) Very great extent []
- d) Great extent []
- c) moderate extent []
- b) small extend []

16. What do you think can be done to improve communication between your unit and Donor funded projects so as to avoid delays. Briefly explain?

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SECTION E

Documentation and Implementation of donor funded project

17. Kindly state how many documents does a particular procurement procedure use
(Tick where appropriate)

- a) 1-3 []
- b) 4-7 []
- c) 8-11 []
- d) Above 11 []

18. In a particular document kindly state how many signatures that are required for it to be fully signed ? (Tick where appropriate)

- a) 1-3 []
- b) 4-7 []
- c) 8-11 []
- d) Above 11 []

19. To what extend do you think with the number of documents and the of people signing the document affect the implementation of your project? (Tick where appropriate)

- a) Very small extent []
- b) Very great extent []
- d) Great extent []
- c) moderate extent []
- b) small extend []

20. Kindly explain how documents and the number of people signing them can be improved

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Thank you

APPENDIX VI

LIST OF PROJECTS IN THE COLLEGE OF HEALTH SCIENCES

ACAAF	-	Africa Coordinating Centre for abandonment of Female Genital mutilation
BRECC	-	Breast Cancer Care
Carbetocin Trial	-	Carbetocin for Preventing Postpartum Hemorrhage: A Randomized Non-Inferiority Controlled Trial
CRISSP	-	Central Province Response Integration Strengthening & Sustainability project
EAKI	-	East African Kidney Institute
Ganjoni Project	-	based in Mombasa
KAVI	-	Kenya Aids Vaccine Initiative
PACT-CoE	-	Partnership for Advanced Care and Treatment-Centre of Excellence
PRIME-K	-	Partnership for Innovative Medical Education in Kenya
PHERT	-	Partnership for Health Research Training in Kenya
MARPS	-	Most at risk population
MP3 study	-	Gender Specifics combination HIV Prevention in High Burden settings
UCID	-	Unit of Infectious Diseases
UNITID	-	University of Nairobi Institute of Tropical and Infectious Diseases Fellowship