

**PROCUREMENT GOVERNANCE AND SERVICE DELIVERY AT
NAIROBI CITY COUNTY, KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR AWARD OF THE DEGREE OF MASTER
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DECLARATION

I hereby certify that this research project is my original work and has not been presented for examination in any other university.

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APPROVAL

This research project has been submitted for examination with my approval as the University Supervisor

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DEDICATION

This research project paper is dedicated to all my family members for their unending support, love and drive to strive to greater heights and inspired me towards the completion of this research project.

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The success of this study cannot pass without the mentioning my supervisor Dr. Peterson Obara Magutu for his devotion, guidance and encouragement.

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TABLE OF CONTENTS

DECLARATION.....	i
DEDICATION	ii
ACKNOWLEDGEMENTS	iii
TABLE OF CONTENTS	iv
LIST OF TABLES	vii
LIST OF FIGURES.....	viii
ABBREVIATIONS AND ACRONYMS	ix
ABSTRACT	x
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1 Background of the Study	1
1.1.1 Procurement Governance.....	2
1.1.2 Service Delivery	3
1.1.3 Nairobi City County	4
1.2 Research Problem	6
1.3 Objectives	7
1.4 Value of the research	7
CHAPTER TWO.....	9
LITERATURE REVIEW	9
2.1 Introduction.....	9
2.2 Theoretical framework.....	9
2.2.1 The Agency Theory	9
2.2.2 Resource Based Theory	10
2.2.3 Evolutionary Governance Theory.....	10
2.3 Procurement Governance Framework	11
2.3.1 Procurement planning.....	11
2.3.2 Procurement Policies and Procedures.....	12
2.3.3 Standard Procurement Templates	13

2.3.4 Regular Procurement Staff Training.....	13
2.3.5 Performance Management	14
2.4 Procurement Governance and Service Delivery	15
2.6 Conceptual Framework.....	19
CHAPTER THREE.....	21
RESEARCH METHODOLOGY	21
3.1 Introduction.....	21
3.2 Research Design.....	21
3.3 Population of the Study.....	21
3.4 Data Collection	22
3.5 Data Analysis.....	22
CHAPTER FOUR.....	23
DATA ANALYSIS, PRESENTATION AND INTERPRETATION.....	23
4.1 Introduction.....	23
4.1.1 Questionnaires Response Rate.....	23
4.1.2 Reliability Test	23
4.2 Demographic Information.....	24
4.2.1 Gender of the Respondents.....	24
4.2.2 Age of Respondents.....	24
4.2.2 Highest Education of the Respondents	25
4.2.3 Designation of Respondents	25
4.2.4 Work Experience of the Respondents.....	26
4.3 Procurement Governance.....	27
4.3.1 Procurement Planning.....	27
4.3.1 Procurement Policies and Procedures.....	28
4.3.3 Standard Procurement Templates	30
4.3.4 Regular Procurement Staff Training.....	31
4.3.5 Performance Management	32
4.3.6 Rating on Procurement Governance	33
4.4 Procurement Governance and Service Delivery	33
4.5 Interpretation of the Findings.....	35
4.6 Implication of the Findings	35

CHAPTER FIVE..... 36

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS 36

 5.1 Introduction..... 36

 5.2 Summary of the Findings 36

 5.3 Conclusions of the Study 38

 5.4 Recommendations of the Study 39

 5.5 Limitations of the Study..... 40

 5.6 Areas for further research 40

REFERENCES 41

APPENDICES 44

APPENDIX I: RESEARCH QUESTIONNAIRE..... 44

APPENDIX II: UNIVERSITY DATA COLLECTION LETTER 49

LIST OF TABLES

Table 4.1: Reliability Test	23
Table 4.2: Gender of the Respondents	24
Table 4.3: Age of Respondents	24
Table 4.4: Highest Education	25
Table 4.5: Designation of Respondents	26
Table 4.6: Work experience	26
Table 4.7: Procurement Planning	27
Table 4.8: Procurement Policies and Procedures	29
Table 4.9: Standard Procurement Templates.....	30
Table 4.10: Regular Procurement Staff Training	31
Table 4.11: Performance Management.....	32
Table 4.12: Rating on Procurement Governance	33
Table 4.13: Procurement Governance and Service Delivery	33

LIST OF FIGURES

Figure 2.1: Conceptual Framework.....	19
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ABBREVIATIONS AND ACRONYMS

CBD	Central Business District
CIPS	Chartered Institute of Purchasing and Supply
GDP	Gross Domestic Product
IFMIS	Integrated Financial Management Information System
KISM	Kenya Institute of Supplies Management
NCCA	Nairobi City County Assembly
OECD	Organization for Economic Co-Operation and Development
PPDA	Public Procurement and Asset Disposal Act
PPRA	Public Procurement and Regulatory Authority

ABSTRACT

The study sought to determine the procurement governance practices at Nairobi City County, Kenya and establish the effect of procurement governance on service delivery at Nairobi City County, Kenya. This study employed a descriptive research design. The target population of the study was 120 employees working in the various user departments of the Nairobi City County; Analysis of data was through descriptive statistics and inferential statistics. It was revealed that the key procurement governance include procurement policies and procedures, procurement planning, performance management, standard procurement templates and regular procurement staff training and they affect service delivery. The study concludes that procurement governance has an effect on service delivery. The study recommends that there is need to offer more training to the Nairobi City County employees to increase their understanding on procurement issues.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally the procurement function remains a pillar in the delivery of services and performance of any organization. The government's annual expenditure on public procurement constitutes an average of 12% of its gross domestic product (GDP) according to the organization for economic co-operation and development (2016). Public procurement requires efficient processes, cost minimization and getting suppliers of the various commodities according to Hassan (2017). Building a strong framework in which public procurement spending is done has the benefits of uplifting the economic and social welfare of citizens of an economy. It is therefore crucial for policy makers to come up with strategies and a framework that ensure adherence of procurement laws and regulations within government.

Citizens pay various taxes that aid in the development of the nation to the government that they in turn expect it to provide them with services. This include infrastructure such as roads, public hospitals, security services, social security services as well as education as noted by Saravanan & Shreedhar (2011). The government subsidizes these services to make them affordable and accessible to all, otherwise if they were left only to the private sector the citizens would indeed suffer. If these services were provided as per expectations of all the citizens, then they would feel like the taxes they pay are being well utilized and not misappropriated as stipulated by Brady (2017).

For organizations to be effective and efficient in the delivery of their mandate, it is important for them to have a good governance framework in place. According Van den Berg (2012), governance is the interactive phenomenon in which actors in the public, private as well as non-profit sector do engage to formulate and implement public policies. The need for accountability and transparency by stakeholders has led to the need for governance structures to be adopted. Public procurement is rapidly changing from being just an administrative function to a strategic activity enabling the government to deliver its objectives. However, public resources still tend to be embezzled by some corrupt public servants; therefore, all the available loopholes need to be sealed. Potential suppliers who interact with the various government agencies to provide it with goods, services and works must therefore operate under a regulatory framework to ensure equity, transparency and accountability.

Nairobi City County remains a focal point since it is the largest of the 47 counties in terms of representation according to the Council of Governors (2014). The integrated financial management information system (IFMIS), that acts as a tool of planning, expenditure, audit and financial reporting remains a key pillar for transparency and accountability of public funds. Nairobi County despite having appropriate governance structure still remains to have financial constraints as well as poor delivery of public services to the residents.

1.1.1 Procurement Governance

A well governed organization is one that is characterized with having systems and processes under control, its strategy mapped out and risk monitored as noted by Butler (2017). Good governance entails the performance of the organizations by meeting its objectives and those of various stakeholders. According to Pinder (2017), he emphasizes that governance is important

since public resources are being spent and there is need for accountability from citizens who pay taxes to the government. An efficient procurement governance framework involves the setting up of internal organizational controls. These may be in the form of policies, procedures as well as mandates as emphasized by the chartered institute of purchasing and supply (CIPS). Procurement governance is vital in the designing of an effective procurement function.

Poor governance is characterized by incompetent staff, lack of appropriate leadership, as well as corruption, Khan (2018). Mismanagement of public resources is rampant due to lack of a proper governance structure in most public institutions. Corruption in the public sector majorly involves bribery and extortion (Obadina 2000). Building strong institutions improve on public service delivery. If proper frameworks are not put in place, then the procurement process become vulnerable to malpractices (World Bank 2005).

Several reforms have been done to streamline the public procurement system making it more systematic in Kenya, however challenges still exist in the field, as well as the lack of adequate supply chain professionals who are licensed by the Kenya Institute of supplies Management (KISM), as stipulated by the Supplies Practitioners Management Act No.17 of 2007 as noted by Kiama, (2014).

1.1.2 Service Delivery

Government is tasked with providing citizens services at subsidized rates which would otherwise not be available to the public at affordable rates. Saravanan & Shreedhar (2011), note that service delivery entails the provision of services that are quality in nature, meets public needs, exceed their expectations and easily accessible by all citizens who need them. Delivering

services that are of high quality is a vital aspect for service providers that need to create and provide value to their end users (Grönroos and Ravald, 2011).

It is critical to remember that service delivery has diversified aspects like the rate at which the service is being provided, skills and attitude of the staff providing the service, the costs involved as well as ease of which the service is available to the customers according to Wild (2012). He further emphasises on the need for organizations to build a strong capacity in their workforce that is service oriented and human focused in meeting customer expectations who at times may have complaints regarding the services offered to them. Organizations have service charters that act as an expression and manifestation on their commitment to improving services offered by them and how they communicate with their customers. They set out customer expectation standards and how concerns can be addressed for improvement of the services offered according to Elke (2007).

Over the recent past several counties remain a focal point through which procurement spend is monitored by the central government based on reports from the Controller of Budget (CoB) and the office of the Auditor General (AoG). Most of the counties were spending large amounts in foreign benchmarking trips while services that are essential to the citizens ranging from public healthcare, sanitation as well as public infrastructure remain ignored according to the Auditor General report for the financial year 2017/2018.

1.1.3 Nairobi City County

Nairobi is the largest commercial hub in East Africa and is Kenya's capital city. It remains to be the principal industrial centre of the country. The current population of the city is about 3.5

million residents. The city however faces some challenges such as insecurity, overpopulation, poor sanitation as well as traffic congestion as stated by Gitau (2014).The growth of the city however has not been matched with appropriate planning and infrastructure to meet the demands of the growing population. Financial constraints still remain a challenge to cater for various services needed by the residents.

The county government of Nairobi in achieving its mandate is subdivided into 12 sectors which include finance and economic planning, public service management, education, trade and industrialization, roads and transport ,health services, youth and social services, environment energy water and sanitation, ICT & E-government, lands, security and agriculture fisheries and livestock development according to the Nairobi city county website (2013).These are tasked to ensure delivery of services to residents in their various sectors in order for the city to remain a global investment hub.

Nairobi City County is regulated by the Public Procurement and Asset Disposal Act of 2015 (PPDA) in relation to all procurement activities. It has to comply with principles of value for money, transparency, competitiveness and effectiveness according to (Tajalou & Darabad 2017). Nairobi City County has over the recent past has failed to deliver quality services to all its residents. In the financial year 2019/2020 report of the County's projected budget estimates approved by the Nairobi City County Assembly (NCCA), indicate that the money owed to suppliers/contractors is about 5 billion shillings. There is need for adoption of appropriate procurement governance practices to avoid unnecessary disruption of supplies to the county. This may be as a result of loopholes in the procurement function and necessitates the need of an efficient procurement function to be in place at the county to avoid unnecessary high costs.

1.2 Research Problem

The Kenyan government keeps streamlining the public procurement process since it accounts to at least 30% of the national budget according to the National Treasury. However, it is still characterized with corruption in the form of inflated tenders, poor quality goods and supply of non-existent goods and services which has a direct detrimental effect on our citizens. Actions of such suppliers which amount to economic terrorism, have dented the public perception of the county government procurement process and resulted to total scepticism about integrity of the system. Nairobi City County remains to be of focus since it is the largest county of the 47 counties after the successful of devolution as per article 191 and 192 of the Constitution of Kenya. Procurement governance will form the basis that other county governments can adopt.

Studies have been done on procurement governance both locally and globally. However, most of them focused on various aspects other than procurement governance and service delivery. Ombui (2018), researched on the effect of procurement planning on service delivery and his findings revealed that procurement planning influenced service delivery in state corporations in Kenya. His research recommended adoption of robust planning and best delivery process, regular staff training and a timely procurement and budgeting process.

A knowledge gap exists on procurement governance and service delivery. This research aims towards bridging the gap by evaluating whether procurement governance influences service delivery in Nairobi City County. In addition, most public entities may have failed to establish a strong procurement governance framework. This research intends to establish the effect of a

strong procurement framework and service delivery at the county. This research endeavored to answer the question; to what extent do implementation of procurement governance have on service delivery in Nairobi City County?

1.3 Objectives

The specific objectives of the study are.

- I. To determine the procurement governance practices at Nairobi City County, Kenya.
- II. To establish the effect of procurement governance on service delivery at Nairobi City County, Kenya.

1.4 Value of the research

The study would ensure policy makers gather more knowledge on county governments and the appropriate procurement governance practices to be adopted. It would be a basis for them to come up with relevant policies that can be adopted by county governments in procurement governance to enhance service delivery.

The study would also be beneficial to various stakeholders such as suppliers and the public who would better understand by obtaining information on the relevance of procurement governance practices as well as the impact on service delivery in the county, which would help in making informed decisions affecting procurement.

To the scholars and researchers, the study would be a foundation for advance studies in the field of procurement governance and service delivery of organizations. This would help in the

generation and development of new legislation and controls in procurement governance hence bridging any knowledge gaps present.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section examines the relevant theoretical framework that public procurement governance is based on, literature on public procurement governance and empirical studies done by other researchers. The conceptual framework linking elements of public procurement governance and service delivery is also outlined. The theoretical and empirical review was performed in order to enhance knowledge on public procurement governance and their link to service delivery and to identify gaps on public procurement governance on service delivery.

2.2 Theoretical framework

The three theories that guided the study include; the agency theory, resource based theory and the evolutionary governance theory.

2.2.1 The Agency Theory

The agency theory refers to the relationship between a principal who delegates authority of control of tasks and those of decision making to an agent to attain his or her goals. However in some instances the agent may have other self-interests Eisenhardt, (1989).He noted that agent acts in the interests of his principal based on the various tasks delegated to them. Normally in agency relationships, the principal appoints the agent to fully handle goods, services as third party clients. The agency contract outlines the agent to perform his mandate with the best interests of the principal without concealing any information that might strain the agency relationship.

Jensen and Meckling (2006) further state that in the agency agreement, the principal delegates works to the agent to carry out tasks by giving him the authority to make decisions. It is relevant in the study since Nairobi City County who in this case act as the agent is engaged by the government that is the principal are responsible for ensuring that they perform procurement activities as by adopting fully the Public Procurement and Asset Disposal Act of 2016 as well as the procurement regulations.

2.2.2 Resource Based Theory

The theory proposes that possession of unique resources that may be in the form of raw materials, personnel or even modern technology provides a firm with capabilities to have a competitive edge over others leading it to maximization of profits according to Barney (2010). A firm is able to achieve its full potential by creating long lasting strategic alliances by making use of its non-imitable according to Paulraj (2011). Organizations that fully utilize its unique resources it possesses which that may be through access to unique technology, skilled human resource and even raw materials. This gives a firm more leverage to compete in the business environment. Nairobi City County tries to remain competitive by attracting the best personnel in terms of skill as well as adoption of modern technology in its operations such as the E payment platform for the payment of the various services it renders.

2.2.3 Evolutionary Governance Theory

The Evolutionary Governance Theory explains the analysis of governance and how it evolved (Assche, Beunen & Duineveld, 2013). The theory addresses the nonlinear and complex nature of governance in firms. The theory gives recognition to governance and its key elements, which are closely related with each other (Beunen, Van-Assche & Duineveld, 2015). The theory places

emphasis on how the various societies, markets as well as social systems evolve. The theory borrows knowledge from other disciplines and fields including the system theory to explain evolution of systems in the society.

2.3 Procurement Governance Framework

Internal organization is crucial in the operations of an entity to ensure the various tasks and responsibilities are assigned to individuals who are answerable to their actions. Most organizations therefore have policy manuals that define authority as well as procedures to adopt in the performance of tasks. According to Pinder (2017), he emphasizes that governance is important since public resources are being spent and there is need for accountability from citizens who pay taxes to the government. The procurement governance framework entails the following; procurement planning process, procurement policies and procedures, standard procurement templates, regular procurement staff training and performance management program.

2.3.1 Procurement planning

Procurement planning entails the process in which an organization decides their purchasing activities for a given time period (Agaba & Shipman 2007). The procurement plan forms the basis of budgeting. Basheka (2009) states that procurement planning provides a basis through which an organization determines what to buy, procurement method to adopt, the source and the appropriate time by minimizing disruptions in operations hence ensuring appropriate service delivery. An itemized breakdown of the quantities and costs of the requirements by the various users.

The Public procurement and Asset Disposal Act of 2015 section 52 (2) emphasizes that all procurements should be done as per the approved budget of the annual procurement plan that is authorized by the accounting officer. It is the mandate of the accounting officer to ensure that there are available funds before any procurement process commences. The act stipulates that the procurement planning in public bodies ought to be in a way that ensures transparency, accountability and value for money.

2.3.2 Procurement Policies and Procedures

Procurement policies entail a set of rules and guidelines that an organization implements in procuring goods and services it needs to operate efficiently in the implementing its strategy, (Wisegeek, 2013). Each procurement unit should formulate its own internal manual that will give guidance, advice and operating instructions on all matters relating to procurement within the organization. This is for greater efficiency of the procurement function as well as all the stakeholders involved. This may entail the internal organization of the procurement function based on the various roles of the employees and the laid down processes in the department.

The procurement methods to be adopted should be well defined in the threshold matrix. Potential suppliers should have access to information when dealing with a firm regarding specifications of the requirements, tender opening, and financial and technical evaluation of bids as well as notification of awards. These procurement policies and procedures should be well defined and understood internally to ensure that all the procurement proceedings are adhered to at all times. The Officers involved in procurement and disposal of organizations assets should strictly adhere to the set out procurement policies and procedures.

2.3.3 Standard Procurement Templates

In order to accomplish the procurement mandate, it is important for the procurement department to have standardized templates for the bid documents. These include the standard tender documents, request for quotations, and request for proposals. The standard procurement templates provide an equal opportunity for all potential bidders who are interested in participating. They should be easy to comprehend, clear specification and description of all the material requirements. Adoption of these standard templates is important for easy selection of suitable suppliers since information provided by potential bidders in a prescribed format allows easy comparison based on the company profiles, compliance with regulatory bodies, relevant experience, cost and relevant experience and references. This due diligence helps firms not to select suppliers that may not be able to deliver once a contract is entered between the two parties.

2.3.4 Regular Procurement Staff Training

A good training program is one that outlines the expectations of the trainee once successful training is complete. It emphasizes that objectives vary in many ways to the different stakeholders from the designer trainer, trainee and evaluator according Karthik (2012). A procurement function should be one with the relevant professional staff with both technical and professional qualifications.

Organizations should ensure training is done so that employees meet their requirements in the organization; it prepares them for tasks that they will carry out in future, facilitates smooth interdepartmental coordination, as delivery of quality. Training of staff may be done through while an employee is performing his tasks and responsibilities while at work or out of his duty

station. Before training is done, a training needs assessment should be done as well as job analysis to identify the gaps present. Productivity is enhanced through training and having workers who are well informed always leads to lower costs to the organization through time saving and access to a wide pool of suppliers who meet the organizations demands.

2.3.5 Performance Management

Performance management entails the setting of goals, measurement of standards, and the rewarding of employees based on the set criteria in performed tasks, according to Varma, (2008). It is important for organisations to set goals for the entire organisation through its strategic plan, those of departments as well as individual goals. This help in measuring performance against set goals come up with strategies to improve on areas where shortfalls occur. Examples of goals within the procurement department may include supply delivery schedules, project implementation periods for works and client satisfaction for user departments and suppliers.

Management has to adopt performance management programs since they help to review employee performance, improve on results achieved, analyse employee strengths and development needs, decisions related to compensation of employee and to ensure how management view an individual's performance (Grund and Silwa 2007). A firm that lacks a proper performance management program may fall short in achieving its desired strategic objective.

2.4 Procurement Governance and Service Delivery

Procurement governance provides a basis for the adoption of controls and limits in which firms try to achieve their objectives. According to Tsoi (2017), he further highlights the need for accountability and transparency by sharing of information to all stakeholders. For organizations to operate efficiently and minimize operational risks, procurement governance is important. Mwikali (2016), in her study on procurement governance recommended the adoption of planning, record management, complaints report mechanism, disposal and a code of ethics that ensure that no loopholes exist for the misappropriation of public resources that still remain a major concern to citizens .

Lack of proper procurement governance may lead to loss of finances that are essential in service delivery, since the resources intended to pay for services end up to self-interest individuals who are corrupt hence affect service delivery. Bids that are also allocated to incompetent suppliers also affect service delivery according to a review on procurement practices by the PPRA (2016). Tsoi (2017), highlights that good procurement governance can be improved by continuous education of all employees, proper financial control and disclosure where conflicts of interest occur. Nderi (2015) notes that procurement planning led to customer service through which client's needs are met and by ensuring consistency and reliability of services provided to them. Most organizations have lost clients who have not been satisfied by the services offered by them. Procurement planning strategies if successfully implemented show a positive correlation with customer service.

The public perceives the importance of public procurement governance in that it impacts on service delivery. Promoting transparency in the procurement process is important to all

stakeholders in that there will be value for money in all projects that the government undertakes. This has an effect on ensuring the public has access to better services. The demand for accountability has led to better service in the public sector with the introduction of performance contracting that employees have been subjected to.

2.5 Empirical Studies

There are limited research studies that have been undertaken globally and in Kenya in relation to procurement governance and service delivery. Dzuke (2015) focused his study on the challenges in the public procurement process in Zimbabwe that affect service delivery, the challenges experienced and how the process can be improved to enhance service delivery. He observed that the lengthy procurement process, lack of thresholds as well as lack of proper training and knowledge of the procurement policies and procedures affected service delivery. Basheka (2016) did a study on procurement planning and local governance in Uganda. His findings revealed that many resources used in local government spend require adequate planning. Marius (2017) examined the relationship between procurement process and service delivery in the United Nations Organization Stabilization Mission in the Democratic Mission in the Democratic Republic of Congo Entebbe support base. The study findings were that the procurement process indeed ensured effective and efficient service delivery

Luibov (2018) researched on the procurement practices influencing service delivery in an oil and gas company in Russia. He noted that the company adopts competitive bidding as well as transparent procurement process is in place. He found that there were positive association between sustainable procurement and service delivery. He recommended further research by focusing on customers instead of employees.

Rono (2013) focused on procurement planning and service delivery in state corporations in Kenya. Her objectives included factors affecting service delivery and the relationship between service delivery and in state corporations. According to her findings, corruption, government policies, investment climate and lack of skilled professionals affected procurement planning.

Njeru (2014) did a study on the effects of procurement reforms on service delivery and her findings were that prolonged procurement cycles affected service delivery. Mbae (2014) did an investigation on the impact of public procurement law on the performance of Machakos county government. He established that the public procurement regulation law has reduced the speed in which goods were being procured. Otieno (2015), did a study to establish the factors influencing public procurement reforms in county governments.

Mwikali (2016) did a study to establish the effect of procurement governance and procurement performance of SMEs in Nairobi CBD. Her study revealed that procurement governance has a positive effect on performance and recommended the adoption of procurement governance practices such as procurement planning, procurement disposal procedures, procurement record management, procurement code of ethics as well as complaints review mechanism.

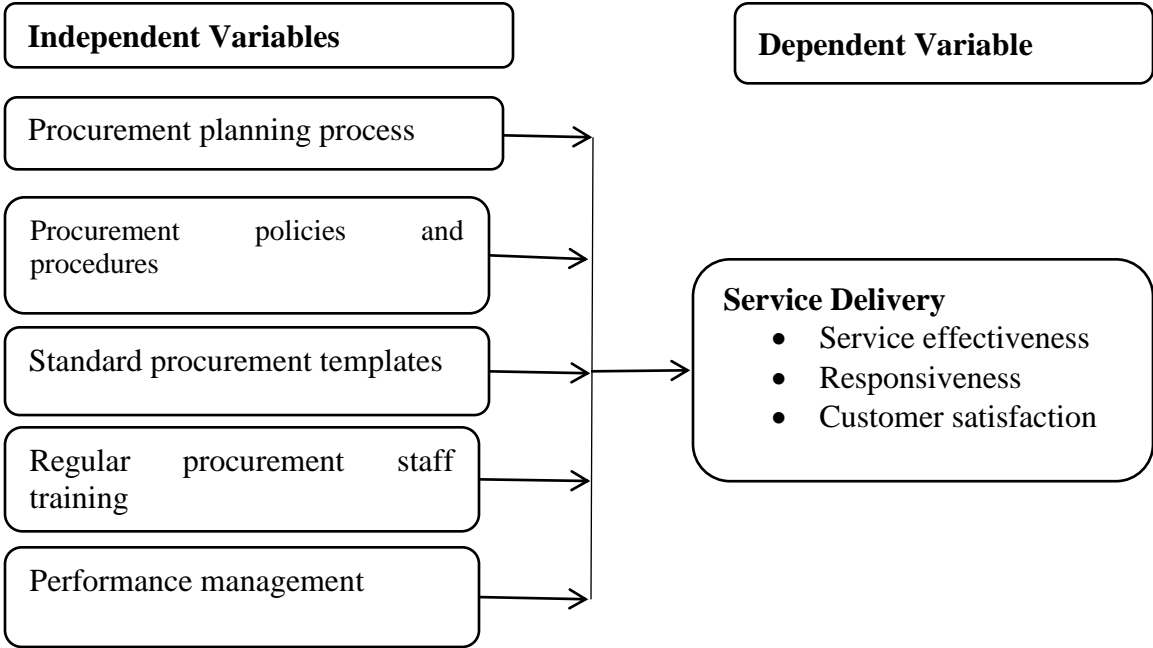
Table 2.1: Summary of empirical literature review

Table 2.1: Summary of empirical literature review

Author	Study Topic	Research objectives	Findings	Gap
Rono, 2013	Procurement planning and service delivery in state corporations in Kenya	Establish the factors affecting service delivery in state corporations in Kenya	There are 3 factors that affect procurement planning and service delivery namely: corruption, provision of better infrastructure and government policy.	The study does not reveal governance practices adopted by state corporation.
Mbae, 2014	Public procurement law and procurement performance of county governments in Kenya	To determine factors affecting public procurement processes in Machakos County governments	Reduced speed at which goods are procured, increased level of transparency, improved utilization of funds	Study failed to show the effectiveness of procurement management adopted
Mwikali, 2016	Procurement governance and procurement performance of SME's in Nairobi CBD	To establish the effect of procurement planning, procurement and disposal procedures, procurement record management, procurement code of ethics and complaints review mechanism affect procurement performance.	All the study variables have a positive effect on procurement performance	Lack of proper code of ethics implementation leads to corruption
Otieno, 2015	Factors affecting the implementation of Public procurement reforms in County governments in Kenya	To establish the factors influencing public procurement reforms in County Governments	The factors that influence implementation of procurement reforms are employee knowledge and skills, management support and project team	Implementation of reforms without prior staff training in procurement processes.

2.6 Conceptual Framework

The conceptual framework in Figure 2.1 shows the graphical representation of the connection between the independent variable, public procurement governance and the dependent variable service delivery (Mugenda and Mugenda, 2008).



(Source: Author 2019)
Figure 2.1 Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter covers the research design that was adopted, the study population, the data collection method used in the study and analysis of the data collected.

3.2 Research Design

This study employed a descriptive research design. A descriptive survey entails scrutiny and description of the subject of a study without manipulation of any kind Kothari (2004). It is useful in gathering information where not so much is known about a particular subject. Through the descriptive research design, data on procurement governance and service delivery at the Nairobi City County was obtained which was conforming with the study objectives.

3.3 Population of the Study

Mugenda (2003), defines population as an entire group of individuals, events, objects having an observable characteristic that is similar in nature. The target population of the study was employees working in the various user departments of the Nairobi City County. This population is as presented in Table 3.1.

Table 3.1: Target Population

	Population
Nairobi City County Employees	120
Total	120

Source; Nairobi City County (2019)

Since the population of the study was small, census was used and thus the sample size was 120 respondents.

3.4 Data Collection

Primary data was used in this study. The study adopted a structured questionnaire to collect data from the various respondents. Administration of the questionnaires was done physically to the respondents. The questionnaire had structured questions that were answered using the form of Likhert type scale, which involved the respondents to state their views on a scale of 1 to 5. They are good in measuring attitude, behavior as well as perception from different individuals.

3.5 Data Analysis

Data analysis helps making decisions based on facts. In analysis, descriptive statistics was adopted to have better understanding of the variables that formed the basis of this study. Information from the questionnaires was used to provide statistics. Frequencies, percentages and means were generated by the descriptive technique.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the findings of the study. The study findings presented both descriptive and inferential statistics. The presentation of the findings was in conformity with the study objectives.

4.1.1 Questionnaires Response Rate.

There were 120 structured questionnaires that were issued to the respondents. The questionnaires that were duly filled by the respondents and returned for analysis were 84. From these findings, the rate of return was 70%, which was adequate to draw out statistical conclusions (Kozak & Piepho, 2018).

4.1.2 Reliability Test

The study carried out pilot testing for this study. Cronbach alpha was used to determine data reliability. The findings are presented in Table 4.1

Table 4.1: Reliability Test

Variable	Number of Items	Cronbach Alpha
Performance Management	6	0.850
Effect of Procurement Governance	6	0.812
Procurement Policies and Procedures	6	0.810
Procurement Planning	6	0.749
Standard Procurement Templates	4	0.737
Regular Procurement Staff Training	6	0.724

From the findings in table 4.1, the Cronbach alpha for procurement planning, procurement policies and procedures, regular procurement staff training, standard procurement templates and performance management were more than .70 (Cronbach alpha>.70) indicating that the

questionnaires were reliable in establishing the effect of public procurement governance on service delivery at Nairobi city county.

4.2 Demographic Information

The research assessed the background information of the study respondents. The finding on this section is recorded on the following subsections.

4.2.1 Gender of the Respondents

Respondents were asked to indicate their gender as summarized in Table 4.2

Table 4.2: Gender of the Respondents

	Frequency	Percent
Male	57	67.9
Female	27	32.1
Total	84	100.0

Majority of the respondents in the study were male with 67.9% while female were 32.1%. This finding therefore revealed that both genders were adequately presented and in line with the constitutional requirement. This presents a clear picture that equality and empowerment for women is present at the County.

4.2.2 Age of Respondents

The study pursued to determine the distribution of age of the respondents as presented in Table 4.3.

Table 4.3: Age of Respondents

	Frequency	Percent
Between 35-45	33	39.3
Between 25-35	25	29.8
Above 45 Years	19	22.6
Less than 25 Years	7	8.3
Total	84	100.0

From the results in Table 4.3, majority of the respondents (39.3%) were 35-45 years, 29.8% were 25-35 years, 22.6% were over 45 years and 8.3% were less than 25 years. Thus, respondents of the study were of age and mature with intellectual maturity to provide factual and comprehensive information as sought by the study.

4.2.2 Highest Education of the Respondents

The study also determined the highest education level of the respondents in this study. The findings on the respondent’s education level are recorded in Table 4.4

Table 4.4: Highest Education

	Frequency	Percent
Undergraduate	37	44
Masters	21	25
Diploma	18	21
Certificate	5	6
Other	3	4
Total	84	100.0

Undergraduate respondents occupied a fairly larger percentage, which was 44%, the second group had Masters degree with 25%, respondents with diplomas were 21%, respondents with certificate occupied 6% and lastly 4% of the respondents occupied other level which included 0-levels. From this finding, majority of the respondents had a reliable educational background, which gives the knowledge and technical know how to read and understand the questions that were directed to them in the study. The findings also show that education has been highly regarded as a basis for employment as well as promotions within the County

4.2.3 Designation of Respondents

Respondents were asked to indicate their respective departments as summarized in Table 4.5

Table 4.5: Designation of Respondents

	Frequency	Percent
Officer	50	60
Manager	26	31
Head of Department	5	6
Other	3	4
Total	84	100.0

A great number of the respondents in the study were officers, which occupied 60% of the total respondents, managers were 31%, and heads of department were 6% and 4% occupied other designations, which the respondents stated as subordinate staff. According to Potters theory, the organization structure is represented in a manner that the lower end of the management staff are more than the upper head. In other words, the organization management team is represented in triangular.

4.2.4 Work Experience of the Respondents

Respondents were proposed to specify the number of years they had worked in their firm as shown in Table 4.6.

Table 4.6: Work experience

	Frequency	Percent
5-10 years	48	57
2-5 years	18	21
above 10 years	12	14
Below 1 year	6	7
Total	84	100.0

Most of the respondents in the study had worked between 5-10 years with 57%, 21% of the respondents had experience of between 2-5 years, 14% of the respondents had experience of above 10 years and 7% had experience of below 1 year. Majority of the respondents therefore had had more than 5 years' experience which gave them enough knowledge and experience on the matters pertaining procurement governance and how it has affected their service delivery.

4.3 Procurement Governance

This segment presents the finding on the study variable. Presentation of the findings is in terms of means and standard deviation. The findings on descriptive statistics are as indicated in the subsequent tables.

4.3.1 Procurement Planning

Respondents were asked to indicate the extent of their agreement with various statements on procurement planning as indicated in Table 4.7.

Table 4.7: Procurement Planning

	Mean	Std. Dev
Standard procurement plan help in meeting all requirements needed by the organization	4.08	0.804
Time and money are saved as a result of proper procurement planning by the department	3.97	0.791
The planning process ensure timely delivery of supplies needed	3.89	0.929
Procurement planning ensures compliance with the public procurement law	3.86	0.833
Individual targets are accomplished through proper planning	3.82	0.989
Procurement plans are clearly understood by department heads leading to efficiency	3.64	0.958
Average of Averages	3.88	0.884

From the findings in table 4.7, the respondents agreed that standard procurement plan helped in meeting all requirements needed by the organizational to a greater extent (M=4.08, SD=0.804). Respondents agreed that time and money were saved as a result of proper procurement planning by the department to greater extent to greater extent (M=3.97, SD=0.791). According to Basheka (2009), procurement planning provides a basis through which an organization determines what to buy, the procurement method to adopt, the source and the appropriate time by minimizing disruptions in operations hence ensuring appropriate service delivery

The respondents agreed that procurement planning ensured compliance with the public procurement law to greater extent (M=3.86, SD=0.833). The respondents agreed that the planning process ensured timely delivery of supplies needed to greater extent to greater extent (M=3.89, SD=0.929). As per The Public procurement and Asset Disposal Act of 2015 section 52 (2), procurements should be done as per the approved budget of the annual procurement plan that is authorized by the accounting officer. It should also be done in accordance with the law and ensuring transparency, accountability and value for money. The respondents agreed that individual targets were accomplished through proper planning to greater extent (M=3.82, SD=0.989). The respondents agreed that procurement plans were clearly understood by department heads leading to efficiency to greater extent (M=3.64, SD=0.958). These findings are echoed by Basheka (2009), who indicated that procurement officers should understand all the procurement plans, by so doing it helps them in increase their performance index and increases interdepartmental efficiency.

4.3.1 Procurement Policies and Procedures

Various statements on procurement policies and procedures were identified and respondents were asked to indicate the extent of their agreement as shown in Table 4.8

Table 4.8: Procurement Policies and Procedures

	Mean	Std. Dev
Penalties well defined for non-adherence to procurement policies and procedures	4.21	0.749
Tender opening committee and evaluation committee consist of members from various departments	4.20	0.840
Prequalification of bidders helps in selecting the right suppliers for the organization	3.95	0.965
Ethical considerations play an important role of supplier selection	3.86	1.210
The procurement policies and procedures help in efficiency of the procurement department	3.67	0.890
Quality of goods, services and works has improved due to adherence to procurement policies and procedures	3.64	1.078
Average of Averages	3.92	0.955

The respondents indicated that penalties were well defined for non-adherence to procurement policies and procedures to a greater extent (M=4.21, SD=0.749). The respondents established that tender opening committee and evaluation committee consisted of members from various departments to a greater extent (M=4.20, SD=0.840). The respondents indicated that prequalification of bidders helped in selecting the right suppliers for the organization to greater extent (M=3.95, SD=0.965). This finding is in line with Wisegeek (2013) who stated that procurement policies entail a set of rules and guidelines that an organization implements in procuring goods and services it needs to operate efficiently in the implementing its strategy. These policies should be implemented by relevant body that has been charged to oversee daily operations of the procurement departments.

The respondents established that ethical considerations played an important role of supplier selection (M=3.86, SD=1.210). The respondents established that the procurement policies and procedures helped in efficiency of the procurement department (M=3.67, SD=0.890). The respondents indicated that quality of goods, services and works improved due to adherence to procurement policies and procedures to greater extent (M=3.64, SD=1.078). Similarly, this

finding is in line with Wisegeek (2013) who stated that these procurement policies and procedures should be well defined and understood internally to ensure that all the procurement proceedings are adhered to at all times.

4.3.3 Standard Procurement Templates

The following Table 4.9 represents the responses on standard procurement templates

Table 4.9: Standard Procurement Templates

	Mean	Std. Dev.
Standard procurement templates help streamline the administrative process	3.89	1.414
Ensure easy qualifying criteria for potential bidders	3.84	1.227
Enhance internal coordination and save time	3.79	0.895
Allow easy auditing of the procurement process by external parties	3.69	0.955
Average of Averages	3.80	1.123

The respondents established that standard procurement templates helped streamline the administrative process to a greater extent (M=3.89, SD=1.414). The respondents indicated that standard procurement ensure easy qualifying criteria for potential bidders to greater extent (M=3.84, SD=1.2270). According to Tsoi (2017), the standard procurement templates provide an equal opportunity for all potential bidders who are interested in participating. They should be easy to comprehend, clear specification and description of the goods, services and works required to be supplied.

The respondents agreed that standard procurement templates enhanced internal coordination and saved time to greater extent (M=3.79, SD=0.895). The respondents established that standard procurement allowed easy auditing of the procurement process by external parties to greater extent (M=3.69, SD=0.955). Mwikali (2016) noted that Adoption of these standard templates is important for easy selection of suitable suppliers since information provided by potential

bidders in a prescribed format allows easy comparison based on the company profiles, compliance with regulatory bodies, relevant experience, cost and relevant experience and references

4.3.4 Regular Procurement Staff Training

The following Table 4.10 represents the responses on regular procurement staff training

Table 4.10: Regular Procurement Staff Training

	Mean	Std. Dev
Job performance level has increases as a result of training	3.96	0.876
Individual objectives are usually as a result of training	3.92	0.884
Regular staff training has a positive effect on employee performances	3.69	0.905
Team work improves with training in the department	3.71	0.913
Organization efficiency sis enhanced with staff training	3.69	0.914
Training helps in bridging knowledge gaps present	3.65	0.866
Average of Averages	3.77	0.893

The respondents stated that job performance level increased as a result of training to greater extent (M=3.96, SD=0.876). The respondents indicated that individual objectives were usually as a result of training to greater extent (M=3.92, SD=0.8840). According Karthik (2012), a good training program is one that outlines the expectations of the trainee once successful training is complete. Therefore, organizations should ensure training is done so that employees meet their requirements in the organization; it prepares them tasks that they will carry out in future, facilitates smooth interdepartmental coordination, as delivery of quality.

The respondents established that team work improved with training in the department to greater extent to greater extent (M=3.71, SD=0.9130). The respondents established that organization efficiency was enhanced with staff training to greater extent (M=3.69, SD=0.914). The respondents indicated that regular staff training had a positive effect on employee performances to greater extent (M=3.69, SD=0.9050). The respondents indicated that training helped in

bridging knowledge gaps present to greater extent (M=3.65, SD=0.866). Dzuke (2015) stated that productivity is enhanced through training and having workers who are well informed always leads to lower costs to the organization through time saving and access to a wide pool of suppliers who meet the organizations demands.

4.3.5 Performance Management

The following Table 4.11 represents the responses on performance management

Table 4.11: Performance Management

	Mean	Std. Dev
Development planning is made through the skill gaps identified	3.91	0.972
Rewards and recognition improve employee retention and engagement	3.90	0.876
Enhances teamwork and employee engagement within the department	3.85	0.854
Goal setting and revision based on individual targets is done periodically	3.82	0.840
Increases focus on attainment of departmental goals	3.76	0.927
Provides maximum opportunities for career growth	3.67	0.830
Average of Averages	3.82	0.883

The respondents indicated that development planning was made through the skill gaps identified to greater extent (M=3.91, SD=0.9720). The respondents stated that rewards and recognition improved employee retention and engagement to greater extent (M=3.90, SD=0.876). This finding is in line with Varma, (2008) who stated that Performance management entails the setting of goals, measurement of standards, and the rewarding of employees based on the set criteria in performed tasks. It’s important for organisations to set goals through proper planning and reward system for the entire organisation through its strategic plan, those of departments as well as individual goals.

The respondents indicated that public procurement governance enhanced teamwork and employee engagement within the department to greater extent (M=3.85, SD=0.854). The

respondents agreed that goal setting and revision based on individual targets was done periodically to greater extent (M=3.82, SD=0.840). The respondents indicated that public procurement governance increased focus on attainment of departmental goals to greater extent (M=3.76, SD=0.927). The respondent indicated that public procurement governance provides maximum opportunities for career growth to greater extent (M=3.67, SD=0.830). Grund and Silwa (2007) affirmed that it is important for management to adopt performance management programs since they help review employee performance, improvement of results achieved, analysis of employee strengths and development needs, decisions related to compensation of employee and to ensure how management view an individual's performance.

4.3.6 Rating on Procurement Governance

The study rated the various items of procurement governance based on the overall mean scores and the outcomes are shown in Table 4.12.

Table 4.12: Rating on Procurement Governance

Statement	Mean	Std. Dev
Procurement Policies and Procedures	3.92	0.955
Procurement Planning	3.88	0.884
Performance Management	3.82	0.883
Standard Procurement Templates	3.80	1.123
Regular Procurement Staff Training	3.77	0.893
Overall Score	3.84	0.948

Table 4.12 gives the overall mean score on procurement governance as 3.84 with procurement policies and procedures scoring highest while regular procurement staff training was the least practice.

4.4 Procurement Governance and Service Delivery

The following Table 4.13 represents the responses on procurement governance and how it influences service delivery.

Table 4.13: Procurement Governance and Service Delivery

	Mean	Std. Dev
Public procurement governance leads to improvement in service reputation	3.95	0.991
Procurement governance reduces the chances of corruption	3.77	0.979
Public procurement governance leads to timeliness in service delivery	3.73	0.962
Procurement planning leads to efficiency which impact on service delivery	3.71	1.208
Public procurement governance leads to increased customer satisfaction	3.58	0.884
Public procurement governance adoption leads to improvement of service quality	3.57	0.915
Average of Averages	3.72	0.990

The respondents indicated that public procurement governance led to improvement in service reputation to greater extent (M=3.95, SD=0.991). The respondents established Procurement governance reduced the chances of corruption to greater extent (M=3.77, SD=0.979). Tsoi (2017) highlighted that good procurement governance can be improved by continuous education of all employees, proper financial control and disclosure where conflicts of interest occur.

The respondents indicated that public procurement governance led to timeliness in service delivery to greater extent (M=3.73, SD=0.962). The respondents indicated that procurement planning led to efficiency which impact on service delivery to greater extent (M=3.71, SD=0.808). The respondents indicated public procurement governance led to increased customer satisfaction (M=3.58, SD=0.884). The respondents stated that public procurement governance adoption led to improvement of service quality (M=3.57, SD=0.9150). According to Nderi (2015), procurement planning led to customer service through which client's needs are meet and by ensuring consistency and reliability of services provided to them. Most organizations have lost clients who have not been satisfied by the services offered by them. Procurement planning strategies if successfully implemented show a positive correlation with customer service.

4.5 Interpretation of the Findings

On average, majority of the statements under procurement governance had low values of standard deviations of less than 1. The interpretation of this is that respondents generally shared same opinions on the various statements under procurement governance. There are however some statements that had higher values of standard deviations of above 1; which resolves that respondents highly reacted on them. For instance, apart from all other constructs of procurement governance, standard procurement template had the largest overall standard deviation value of above 1; showing it attracted mixed reactions among the respondents of the study. The high reaction on standard template could be attributed to increased cases of counterfeits that make it hard for organizations to standardize their operations and thus reducing the effective role of standard procedure templates. Among the studied constructs of procurement governance, procurement policies and procedures scored highest while regular procurement staff training got the last rank. This finding can be interpreted to mean that Nairobi City County has placed emphasis on procurement policies and guidelines at the expense of training programs of the procurement staff.

4.6 Implication of the Findings

Procurement policies and procedures scored highly among all the constructs of procurement governance that the study focused on. The implication of this finding to procurement practitioners is that more attention should be paid on procedures and policies guiding the procurement activities. To the Public Procurement and Oversight Authority (PPOA), these findings imply that more emphasis and resources should be directed towards strengthening procurement procedures and policies as well as in procurement planning as compared to the resources used in procurement staff training.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section presents a summary of the analyzed findings, which is in line with the established objectives. The conclusions are also presented based on the key findings from the analysis. The limitations of the study are also presented with recommendations. The suggestions for further studies are also presented which future scholars can focus on.

5.2 Summary of the Findings

The purpose of the study was to determine the effect of procurement governance and service delivery at Nairobi City County. The study was guided by the following specific objectives; to determine the procurement governance practices at Nairobi City County, Kenya, to establish the effect of procurement governance on service delivery at the Nairobi City County, Kenya. The study structured 120 questionnaires. The questionnaires that were duly filled by the respondents and returned for analysis were 84 translating to a response rate of 70%.

The first specific objective was to determine the procurement governance practices at Nairobi City County, Kenya. On procurement planning, study identified that the standard procurement plan helped the Nairobi City County, Kenya in meeting all requirements needed by the organization. Time and money were saved by the county as a result of proper procurement planning. Procurement planning ensured that the organization complied with the public procurement law. The planning process ensured timely delivery of supplies needed to a greater extent. Individual targets for the employees were accomplished through proper planning in the

organization. Procurement plans were clearly understood by departmental heads leading to efficiency.

With regard procurement policies and procedures, the study identified that penalties were well defined for non-adherence to procurement policies and procedures in the organization. The tender opening committee as well as the evaluation committee was composed of members from various departments within the County. Prequalification of bidders helped the organization in selecting the right suppliers for the county. Ethical considerations played an important role of supplier selection. Procurement policies and procedures helped the organization in efficiency of the procurement department. Quality of goods, services and works improved due to adherence to procurement policies and procedures to a greater extent.

In terms of standard procurement templates at Nairobi City County, the study established that standard procurement templates helped streamline the administrative process to a greater extent. Standard procurement templates ensured easy qualifying criteria for potential bidders interested in engaging in business with the county. Standard procurement templates enhanced internal coordination and saved time to a greater extent. Standard procurement templates allowed easy auditing of the procurement process by external parties to a greater extent.

On regular procurement staff training at Nairobi City County, the study established that the human development planning was made through the skill gaps identified to greater extent. Rewards and recognition improved employee retention and engagement. The respondents indicated that public procurement governance enhanced teamwork and employee engagement within the department. Goal setting and revision based on individual targets was done

periodically. Public procurement governance increased focus on attainment of departmental goals. Public procurement governance provides maximum opportunities for career growth.

With regard to performance management, the study established that job performance level increased because of training opportunities. Individual objectives were usually met because of training needs that were met. Teamwork improved with training in the department to greater extent. The respondents established that organization efficiency was enhanced with staff training to greater extent. The respondents indicated that regular staff training had a positive effect on employee performances to greater extent. The respondents indicated that training helped in bridging knowledge gaps present to greater extent.

The second objective sought to determine the effect of procurement governance on service delivery. It was shown that public procurement governance led to improvement in service reputation to greater extent. Procurement governance reduced the chances of corruption to greater extent. Public procurement governance led to timeliness in service delivery to greater extent. Procurement planning led to efficiency, which affects service delivery to greater extent. Public procurement governance led to increased customer satisfaction. Public procurement governance adoption led to improvement of service quality

5.3 Conclusions of the Study

The study findings conclude that procurement planning has a positive and significantly influenced service delivery of Nairobi County. Standard procurement plan helped the organization in meeting all requirements needed by the organizational. Time and money were saved in the county as a result of proper procurement planning. Procurement policies and procedures have a positive and significantly influenced service delivery of Nairobi County.

Penalties were well defined for non-adherence to procurement policies and procedures in the organization. Standard procurement templates have a positive and significantly influenced service delivery of Nairobi County. Standard procurement templates helped streamline the administrative process to greater extent. Regular procurement staff training has a positive and significantly influenced service delivery of Nairobi County. Human resource development planning was made through the skill gaps identified to a greater extent. Performance management has a positive and significantly influenced service delivery of Nairobi County. Job performance level increased because of training in the organization.

Public procurement governance led to improvement in service reputation to greater extent. Procurement governance reduced the chances of corruption to greater extent Public procurement governance led to timeliness in service delivery to greater extent. Procurement planning led to efficiency, which affect on service delivery to greater extent. Public procurement governance led to increased customer satisfaction.

5.4 Recommendations of the Study

The study recommends that there is need to offer more training to Nairobi City County employees to increase their understanding on procurement issues. The study recommends that the county government should improve on their procurement governance, which is the center of overall performance. The organization should also have clear-cut procedures that are used to measure the performance of their staff. These processes should be communicated to all staff members.

5.5 Limitations of the Study

The study was limited to the influence of procurement governance practices on service delivery at Nairobi City County. This is a limitation because the study concentrates on procurement governance at Nairobi City County, which is a wide scope that may take a lot of time to collect the relevant material for the study. It would therefore be hard to replicate the findings to different sub-counties in Nairobi City County. The study was also limited to five public procurement governance practices, which included regular procurement staff training, procurement planning, standard procurement templates, procurement policies and procedures, performance management. This is a limitation because there are other practices that the study has not covered in relation to procurement governance practices.

5.6 Areas for further research

The study noted that procurement governance affected service delivery. However, not only procurement governance has an effect on service delivery as there exists other factors. Thus, future studies should therefore be carried out to identify these factors. The present research concentrated specifically on the effect of procurement governance practices on service delivery at Nairobi City County, Kenya. The same study needs to be conducted in the remaining 46 counties in Kenya for comparison.

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4. Designation of respondent

Head of Department [] Manager []
 Officer [] Other []

Specify.....

5. Working experience

Below 1 year [] 2-5 years []
 5-10 years [] above 10 years []

PART II

SECTION B

What is the extent to which each of the following procurement governance practices influence service delivery of Nairobi City?

Rate where 1= very great extent, 2 = great extent, 3= moderately extent, 4= Little Extent, 5= no extent

S.No.	Description	Rating				
		1	2	3	4	5
1	Procurement Planning					
i.	The Standard procurement plan helps in meeting all requirements needed by the Nairobi City County					
ii.	Time and money are saved as a result of proper procurement planning by the County					

iii.	The planning process ensures timely delivery of supplies needed by the County					
iv.	Procurement plans are clearly understood by departmental heads leading to efficiency					
v.	Individual targets are accomplished through proper planning					
vi.	Procurement planning ensures compliance with the public procurement law					
2.	Procurement Policies and Procedures	1.	2.	3.	4.	5.
i.	The procurement policies and procedures help in efficiency of the procurement department					
ii.	Prequalification of bidders helps in selecting the right suppliers for the organization					
iii.	Ethical considerations play an important role of supplier selection					
iv.	Tender opening committee and evaluation committee consist of members from various departments					
v.	Quality of goods, services and works has improved due to adherence to procurement policies and procedures					
vi.	Penalties are well defined for non-adherence to procurement policies and procedures					
3.	Standard Procurement Templates	1.	2.	3.	4.	5.
i.	Standard procurement templates help streamline the administrative process					
ii.	Ensure easy qualifying criteria for potential bidders for the county					
iii.	Allow easy auditing of the procurement process by external parties					

iv.	Enhance internal coordination and save time					
4.	Regular Procurement Staff Training	1.	2.	3.	4.	5.
i.	Regular staff training has a positive effect on employee performances					
ii.	Training helps in bridging knowledge gaps present					
iii.	Job performance level has increased as a result of training					
iv.	Individual objectives are usually as a result of training					
v.	Team work improves as a result of training					
vi.	Organization efficiency is enhanced with staff training					
5.	Performance Management	1.	2.	3.	4.	5.
i.	Increases focus on attainment of organization goals					
ii.	Enhances teamwork and employee engagement within the department					
iii.	Rewards and recognition improve employee retention and engagement in the County					
iv.	Personnel development planning is made through the skill gaps identified					
v.	Goal setting and revision based on individual targets is done periodically					
vi.	Provides maximum opportunities for career growth					

SECTION C

To what extent has the following statements related to procurement governance effect on service delivery in your organization? Rate where 1= very great extent, 2 = great extent, 3= moderately extent, 4= little extent, 5= no extent

S.No	Description	Rating				
		1	2	3	4	5
i.	Public procurement governance leads to timeliness in service delivery					
ii.	Procurement governance reduces the chances of corruption					
iii.	Procurement governance leads to improvement in service reputation at the County					
iv.	Procurement planning leads to efficiency which impact on service delivery					
v.	Procurement governance adoption leads to improvement of service quality					
vi.	Procurement governance leads to increased customer satisfaction					

Thank you for your Co-operation

APPENDIX II: UNIVERSITY DATA COLLECTION LETTER



**UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS**

Telephone: 020-8095398
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsities

Tel: 020 8095398
Nairobi, Kenya

DATE: 04th OCTOBER 2019

TO WHOM IT MAY CONCERN

The bearer of this letter JOHN HEPHER OTIENO of Registration Number D61/87946/2016 is a Master of Business Administration (MBA) student of the University of Nairobi.

He/she is required to submit as part of his/her coursework assessment a research project report

We would, therefore, appreciate if you assist him/her by allowing him/her to collect data within your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organization on request.

Thank you
for

PROF. JAMES N. N. N. N.
DEAN, SCHOOL OF BUSINESS