

**INFLUENCE OF PROCUREMENT PRACTICES ON THE IMPLEMENTATION OF  
COUNTY GOVERNMENT DEVELOPMENT PROJECTS: A CASE OF KILIFI  
COUNTY**

**BY**

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**A Research Project Report Submitted In Partial Fulfilment of the Requirements for the  
Award of Degree of Master of Arts in Project Planning and Management of the  
University of Nairobi**

**2017**

**DECLARATION**

This research project report is my original work and has not been submitted to any other university or institution of higher learning for examination.

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## **DEDICATION**

This work is dedicated to my lovely wife Nuru, and my sons, Jameel, Athman and Ayman for their endless support and encouragement as I pursued this course.

## **ACKNOWLEDGEMENT**

First, my sincere gratitude goes to my supervisor Johnbosco Kisimbii for his endless support and guidance that he gave me throughout the research period; thank you sir. Secondly, I wish to express my sincere gratitude to the University of Nairobi, Malindi Campus staff especially Mr. Fanaka and all the lecturers for the support they accorded me during the study period; you are great people. I also take this opportunity to thank the University of Nairobi for giving me the opportunity to undertake this course. I acknowledge the Clerk and colleagues at the County Assembly of Kilifi for allowing me time off from work to pursue this course, my deputy, who was a source of encouragement and for carrying on my duties when I was busy burying my head in volumes of books. I too wish to thank in a very special way my colleague, Priscillah for encouraging me to undertake this course. Last but not least, I wish to thank God Almighty for giving me good health, perseverance and protection throughout the study period.

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## ACCRONYMS AND ABBREVIATIONS

<b>AfDB:</b>	African Development Bank.
<b>CDF:</b>	Constituency Development Fund.
<b>GoK:</b>	Government of Kenya
<b>KenGen:</b>	Kenya Electricity Generating Company.
<b>M&amp;E:</b>	Monitoring and Evaluation
<b>OECD:</b>	Organization for Economic Cooperation and Development.
<b>NGOs:</b>	Non-Governmental Organizations
<b>SGR:</b>	Standard Gauge Railway.
<b>UNDP:</b>	United Nations Development programme
<b>WHO:</b>	World Health Organization
<b>WB:</b>	World Bank

## ABSTRACT

For economic development to take place in any society there must be development plans and programmes that should be run. The programmes usually are made of projects that have specific deliverables over a given time and have specific financial budgets (financial resources) attached to them that are usually limited. Project implementation is a concept that has taken the centre stage of government development plans in Kenya today. The concept of procurement practices is not very new in Kenya owing to the fact that the country has been heavily benchmarking from the Organization for economic Cooperation and Development (OECD) countries that have perfected on the idea behind proper contractual management and procurement practices. Despite the fact that there are a number of seminars and trips that have been funded by the government for the Ministry of Finance to come up with clear rules and regulations for standard procurement among government agencies, there is still a violation of the procurement practices to or over the tune of 39.89% nationally and to or over 47.1% within the counties, leading to delayed or failed project implementation. This therefore necessitated such a study. The study was therefore carried out with the aim of examining the influence of procurement practices on the implementation of county government development projects; a case of Kilifi County, Kenya. This study was guided by the following objectives: to establish the influence of procurement planning on development projects implementation by county governments in Kenya; to determine the influence of supplier selection on effective project implementation by county governments in Kenya; to examine the influence of procurement monitoring and evaluation on effective project implementation by county governments in Kenya and to establish the influence of contract review on effective project implementation by county governments in Kenya. This study adopted a descriptive research design. The target population was 388 respondents. The sample size was 104 construction workers plus the other categories that totaled 147 respondents. The study employed both purposive and simple random sampling to obtain respondents for the study. The instrument of data collection was the use of a questionnaire. The reliability of the instruments was established using Cronbach's alpha. Data analysis was done by use of SPSS version 22.0 and the hypothesis tested by use of Chi-square. The study achieved a response rate of 68.02% with 100 respondents responding positively, out of the 147 targeted. Male respondents dominated the study at 80% compared to the female who made only 20%. From the results: Majority (80%) of the respondents supported the idea that procurement planning has an influence on the implementation of county development projects; majority (90%) of the respondents supported the idea that supplier selection has an influence on the implementation of county development projects; majority of the respondents agreed that the procurement monitoring and evaluation practices influence the implementation of development projects. Researcher concluded that: procurement planning; supplier selection; procurement monitoring and evaluation; and contract review have an influence on the implementation of development projects run and implemented by the county government of Kilifi.

**Key words:** *Procurement planning; Supplier selection; Procurement monitoring and evaluation; and contract review.*

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background to the Study**

For economic development to take place in any society there must be development plans and programmes that should be run. The programmes usually are made of projects that have specific deliverables over a given time and have specific financial budgets (financial resources) attached to them that are usually limited (Meredith and Mantel, 2012). OECD (2015) shows that, a project is venture that uses current and future cash outlay in anticipation of a stream of benefits into the future. In other terms, this means that a project that is public is one which involves the use of tax payers' money or public funds by the government body (be it at the national level, county or local) that is mandated to execute certain specific mission to achieve specific objectives aimed at benefiting the whole public/country's citizens. County governance in Kenya or local authorities in other countries are sub-sets of the national governments that are meant to steer the running of development programmes or implement projects that are aimed at steering public growth and development.

In the same note, Brown and Hyer (2014) in their study have shown that project implementation is the progression that involves implementing the intended plan by installing certain deliberate actions and structures so as to operationalize the investment dream and equally derive the expected returns. This can be done in the public domain or in the private domain. Examples of public projects include: the large transport and communication projects like the railway line construction, airports construction, harbors, and telephony; construction of large energy plants like geothermal plants, hydroelectric power, wind, coal or wave energy power projects; development of public housing; construction of healthcare infrastructure, and water provision projects. Public projects can be classified as either strategic investment that is aimed at addressing long term goals in line with the vision of the entity.

In their study on the projects management and procurement in Singapore, Meredith and Mantel (2014) have shown that the implementation of various projects by either the government agencies or private development groups depends on a number of factors, of which procurement and procurement procedures is 5<sup>th</sup> in the list. In this study, procurement practices influenced the

implementation of transport and communication projects implementation much higher than those projects implemented in the health sector, water and sanitation and finally the education sector. In the sub-variables that scored highest relation in relation to procurement were practices like: procurement planning; procurement monitoring and evaluation; contract review; and supplier selection. ADB (2016) adds that procurement practices influenced the rates at which projects were implemented in Singapore.

According World Bank (2013), procurement processes in Africa are marred with massive irregularities and contractual awards have been rated as the major attraction points of projects kick off, delay or death. A publication by the UNDP (2015) has shown that most conflicts in government implemented projects in the Sub-Saharan Africa lie in the procurement process where a lot of corruption, nepotism and violation of procurement rules and procedures are very common. In Nigeria and Angola for example, World Bank (2013) has shown that conflicts of oil exploration between the French companies operating in the Niger delta and the conflicts between the cement manufacturing companies operating in Angola respectively are due to violation of procurement rules and regulations (practices). The violation of these procurement procedures and practices has led to various irregular allocations of contracts leading to conflicts between the stakeholders; consequently delay in development projects implementation. This is supported by Reiss (2013) whereby he has shown that in Nigeria projects are negatively influenced up to the tune of 45% due to poor planned procurement, monitoring and continuous evaluation of the procurement process, poor contractual allocations and reallocation among other practices. Adding other factors of projects delay or failure in Nigeria is Oladipo (2012) who found out that poor projects planning, poor procurement planning, deficit of personnel in the procurement management process, inadequate finance and poor project and procurement monitoring.

AfDB (2016) has shown that Southern Sudan has been rated as one country with the highest rates of procurement procedures violations and non-adherence. This can be attributed to a number of reasons including: being the youngest nation in the region and the volatility nature of the country due to ever non-ending civil wars; leading to underdevelopment due to poor projects implementation (AfDB, 2016). According to AfDB (2016) the country has poorly structured rules in relation to contractual agreements with other development partners leading to ever failed

or failing public development projects implementation. This is rampant in the oil exploration and roads development process where basic principles like openness in tendering/communication of tenders, public participation, procurement planning, procurement control and review among others are ignored; leading to conflicts between the governments (be it local or national) and other interested parties like the locals leading to rebellions that delay projects implementation.

Projects implementation is a concept that has taken the centre stage of government development plans in Kenya today. Some of the remarkable development projects that have been implemented by the government include the Thika Superhighway, the SGR project, the Lamu Port Project, the Galana Kulalu Irrigation Scheme (Food Security Project), the Oil Exploration Project in Turkana, the Rural Electrification Projects, Roads Expansion Projects, Hospitals Upgrading and Expansion projects and many more (Republic of Kenya, 2017). There are other projects done by either the national government or county governments with various partners involved like the Street Lighting Projects that have direct impacts to the economy both in terms of financial resources invested or the nature of lives reached; calling for better budgeting and management.

The concept of procurement practices is not very new in Kenya owing to the fact that the country has been heavily copying from the (OECD) countries that have perfected on the ideas behind proper contractual management and procurement practices. Despite the fact that there are a number of seminars and trips that have been funded by the government to the Ministry of Finance to come up with clear rules and regulations for standard procurement among the government agencies, there is still a violation of the procurement practices to or over the tune of 39.89% nationally and to or over 47.1% within the counties, leading to delayed or failed projects implementation (World Bank Report, 2016).

A study by Jepchumba (2016) indicated that procurement practices have an influence on the implementation of development projects in various parastatals and other government agencies in Kenya. Individually, supplier selection and procurement performance indicators were central in determining the rates and the speed of projects implementation. For example, the supplier selection was found to reduce conflict of interest between the suppliers and management of the organization and in the process influence productivity of the staff. Establishment of effective

performance indicators by the organization as one form of procurement practice contributed to the limitation of unnecessary expenditures by the firm and reduces risks and increases in customer loyalty.

According to Kirungu (2014) procurement practices and procedures and practices influence the completion rates of projects. He revealed that non-compliance to procurement procedures contributed up to 39.8% of projects implementation failure among the donor funded projects in Kenya. Common among the violated procurement procedures are contacts reviews, procurement M&E, procurement planning and sourcing communication. Similarly, Malala (2013) found out that, procurement and more specifically procurement practices influenced the implementation of projects at constituencies up to the tune of 48.91%. CDF projects are a clear example of devolved functions although they started long ago before the promulgation of the 2010 Kenyan constitution. Therefore, it can be concluded based on this assumption that procurement practices have a significant influence on the implementation of development projects in devolved units; a fact that is being explored by this research.

## **1.2 Statement of problem**

According to Abdi (2012), in Africa, the governments have heavily invested in development projects by providing financial resources, expertise and sourcing of development partners for the same but have failed to adherence to procurement practices; leaving them with a lot of white elephant projects. This is exemplified by the United Nations Report (2016) that indicated, In Nigeria despite the fact there are several profitable oil production projects being implemented in various mining wells, there has been continuous conflicts among the various parties and the locals because the process of procurement is normally violated. Worst is when the locals feel that they are not given contracts fairly despite the fact that these projects are implemented in their land. Also, the deficit of researchers focussing on the effect of these procurement practices and performance of these oil mining projects calls for such a study that aim at providing literature in relation to procurement practices and implementation of development projects across the globe.

It is worth noting that governments across Africa have borrowed heavily from the OECD countries and come up with various rules and regulations that manage the procurement process



with some of them being registered in parliaments as acts of parliament (Kenyan Gazette, 2014), but their influence on the performance of projects have not been felt positively; calling for such a study. Secondly, the few studies done in Kenya have not focussed on the county governments (Abdi, 2012; Awino, 2014; Jepchumba, 2016) that have been criticised for violating the procurement laws and practices leading to embezzlement of development funds and project failure. Furthermore, the counties have been allocated billion of development projects implementation money and for sure they have failed to show mega projects implemented for the last five years that they have been in operation. From these happening, there is a gap that needs to be filled; hence this study.

From these example of studies, it is evident that despite the government investing heavily in policies and rules that are meant to govern better procurement practices adoption by county governments, there is little or no study that has focused on this issue; a need for such a study. This study was therefore carried out with the aim of examining the influence of procurement practices on the implementation of county government development projects; a case of Kilifi County.

### **1.3 Purpose of the Study**

The purpose of the study was to examine the influence of procurement practices on the implementation of county government development projects; a case of Kilifi County, Kenya.

### **1.4 Objectives of the Study**

This study was guided by four objectives:

- i. To establish the influence of procurement planning on effective development projects implementation by County governments in Kenya.
- ii. To determine the influence of supplier selection on effective projects implementation by county governments in Kenya.
- iii. To examine the influence of procurement monitoring and evaluation on effective projects implementation by county governments in Kenya.
- iv. To establish the influence of contract review on effective projects implementation by county governments in Kenya.

## 1.5 Research Questions

This study answered the following research questions:

- i. What is the influence of procurement planning on effective developments projects implementation by county governments in Kenya?
- ii. What is the influence of supplier selection on effective projects implementation by county governments in Kenya?
- iii. What is the influence of procurement monitoring and evaluation on effective projects implementation by county governments in Kenya?
- iv. What is the influence of contract review on effective projects implementation by county governments in Kenya?

## 1.6 Research Hypotheses

The study aimed at testing the following hypothesis at 5% levels of confidence.

- i. **H<sub>I</sub>**: procurement planning has an influence on developments projects implementation by county governments in Kenya.  
**H<sub>0</sub>**: procurement planning has no influence on developments projects implementation by county governments in Kenya.
- ii. **H<sub>I</sub>**: supplier selection has an influence on effective projects implementation by county governments in Kenya.  
**H<sub>0</sub>**: supplier selection has no influence on effective projects implementation by county governments in Kenya.
- iii. **H<sub>I</sub>**: procurement monitoring and evaluation has an influence on effective projects implementation by county governments in Kenya.  
**H<sub>0</sub>**: procurement monitoring and evaluation has no influence on effective projects implementation by county governments in Kenya
- iv. **H<sub>I</sub>**: contract review has an influence on effective projects implementation by county governments in Kenya.  
**H<sub>0</sub>**: contract review has no influence on effective projects implementation by county governments in Kenya

## **1.7 Significance of the Study**

This study is expected to benefit the county governments in Kenya and beyond by enriching them with information on relevant practices that relate to procurement, which if adopted and embraced can help achieve better projects implementation for counties development.

The study is also expected to benefit the senate and national governments. The senate does the oversight role of counties' budgetary utilisation and therefore needs to be furnished with the information in relation to blunders that county governments make that lead to misuse of funds meant for county development projects implementation. This information shall give the senate timely information on why blunders are continuously occurring in procurement departments and contractual awards. Also the national government shall get timely information that will enable its financial agencies to come up with penalties against those who violate the procurement practices that has led to continuous embezzlement of county resources and failure to achieve development projects implementation.

Other development partners to the county governments like the World Bank, UNDP, African development bank and many other stakeholders shall be able to understand why some counties are performing poorly in terms of projects delivery and be able to lay down relevant sanctions in accordance to the law for better development projects implementation.

Last but not least, data obtained in this survey and recommendations drawn therein are expected to be beneficial for further investigation for academic purposes, and added literature to an already existing knowledge base.

## **1.8 Basic Assumptions of the Study**

This study was carried out with the assumption that the information which was provided by the respondents was true and valid enough to make reasonable conclusions that can be used for decision making.

It was also assumed that procurement planning, supplier selection, procurement monitoring and evaluation, and contract review influenced the implementation of county development projects and records were available in the relevant offices that concentrated in contractual awards and

implementation of development projects. After the study, it was confirmed that both the mentioned assumptions above held.

### **1.9 Limitation of the Study**

This study was limited by time. The time taken by the researcher to develop the project report, link with the supervisor and get to the field to contact the respondents for primary data was limited. However, this was overcome by having the researcher taking a leave from work so as to develop the dissertation and link the supervisor, and use research assistants for data collection from the respondents.

### **1.10 Delimitation of the Study**

The study delimited itself by carrying its study in Kilifi county Kenya and this focused on various development projects implemented by the county government and included the roads infrastructure, the water projects, the healthcare projects and ECDE centres done by the county government. The study also delimited itself by focusing on the four variables (procurement planning, supplier selection, procurement monitoring and evaluation, and contract review).

### **1.11 Definition of Significant Terms**

#### **Contract Review**

Contract review is a thinking process—a rational analysis for contract. This process includes: clarifying of contract related facts, measure of the feasibility of contract, and forecast of contract risks.

#### **Procurement Planning**

It's a step by step process of analysing and deciding what to buy, when and from which supplier.

#### **Procurement Monitoring and Evaluation**

Is a process that helps improve performance and achieve results by checking step by step the level of objectives' achievements and adjusting accordingly. Its goal is to improve current and future management of outputs, outcomes and impact.

## **Supplier Selection**

This is the process of the relevant procurement managers and other stakeholders conduct a guided process of deciding on whom to be awarded a given contract and for how the contract should last.

### **1.12 Organization of the Study**

Chapter one presents the background of this study, the statement of the problem, the objectives of the study and the research questions, study hypothesis, significance of the study , assumptions of the study, limitations of the study, delimitation of the study, and definition of terms as used. Chapter two presents an expose of empirical literature review. This includes the concept of procurement procedures and the implementation of development projects, the literature in details in relation to the four variables as outlined in the objectives, it also contains the theoretical framework, the conceptual framework, literature summary and knowledge gaps. Chapter three presents the study methodology employed to acquire data and analyse. This include but not limited to the research design, target population, sample size techniques, data sources and type, data collection techniques, data collection procedure, validity and reliability of research instruments, pilot testing, data collection, . Chapter four contains data analysis and interpretation while chapter five is made of the summary of the findings, discussions, conclusions and recommendations.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents the literature review as presented by other researchers across the globe and in the country. It has started by explaining the concepts of procurement practices, concept of projects implementation, empirical literature review, the theoretical framework and finally the conceptual framework.

### **2.2 The Concept of Public Procurement and Procurement Practices**

A number of definitions have been proposed to define procurement, public procurement and procurement practices in the 21<sup>st</sup> century. According to the World Bank (2015) for example, procurement is defined as the process of identifying and acquiring goods and services and ensuring efficient running of an organization. Kiplagat (2015) in his study defines public procurement as the identification and acquiring of goods and through a competitive bidding process. Likewise, Kimwele (2011) has defined public procurement as an establishment on how government agencies spend on their budgets. A study by the World Bank (2015) has shown that various regimes practice public procurement to check the growth of local industries and infrastructural projects, overcome regional and local economic imbalances, and support minority or disadvantaged communities.

Studies have indicated particularly that one significant attribute of public procurement in developing and LDCS countries in sub-Saharan Africa, Asia and Latin America is that procurement is financed by the development partners (Mokaya, 2013). It's argued that in both less developed countries and developing countries, public procurement constitutes the largest domestic market (Kenya falls in the category of developing countries; meaning that public procurement is a practice that is dominant in the country (Mokaya, 2013). With dependency on how public procurement system is managed, it can contribute to the economic development of these developing countries or less developed countries by enabling effective implementation of development projects (Kihara, 2014).

Mbae (2014) has gone ahead to argue that procurement laws and practices significantly influence the performance of county government since it directly influences the implementation of development projects implemented by counties. Kihara (2014) has shown that were it that the agreed procurement procedures were well followed by county governments and other parastatals in the country, development could be at the rate of 12% annually. However, he has argued that procurement laws and procedures are usually violated up to the tune of 55% in government parastatals and 65% in county governments; leading to failed, delayed or non-cost overruns of development projects implementation.

Mutui (2014) and Mokaya (2013) have dealt on a number of procurement practices are greatly violated by the Kenyan county governments since they came into force. They have indicated that the practices commonly violated include: procurement planning, supplier selection, contract review, procurement monitoring and evaluation, procurement negotiation, and choice of procurement. Mutui (2014) has indicated that in Machakos alone, the violation of such basic procurement procedures has led to conflicts between county staff, contractors, leaders, project implementers, development partners who perceive the county government as a corrupt entity and many other stakeholders leading to delayed or natural death of development projects implementation.

### **2.3 The Concept Project Implementation**

A project can be defined as a development orientated undertaking that is limited by financial resources, time and has specific deliverables (WB, 2009). Therefore projects have a particular outcome, have to see resources invested in them, have the starting periods and end times (completion periods). The deliverables or outcomes of the project must have a direct impact to the community. The outcomes or indicators of a well implemented project include: a project completed within the time frames, spends the allocated resources effectively and efficiently, is handed over to the end users within time and has the promise of surviving the future risks. According to the World Bank (2017), there are Mega projects that are implemented by governments or multinational companies or collaboration between regional blocks like the European Union and there are normal small scaled projects that are implemented by individuals

or group of people; with indicators of their implementation being similar (timely completion, completion within the allocated budgets, handing over to the end users with future assured continuity).

According to NETSSAF(2015) project execution or implementation is the phase where plans, visions and objectives become reality. Actually this is the logical conclusion, after evaluating, deciding, visioning, planning, applying for funding and finding the financial resources of a project. Project implementation or execution needs the coordination of a wide range of activities, diverse institutional arrangements, and different time frames (DFID, 2011). Objectives of a project implementation phase can be summarized as follow: putting the action plan into operation; achieving tangible change and improvements; ensuring that new infrastructure, new institutions and new resources are sustainable in every aspect; ensuring that any unforeseen conflicts that might arise during this stage are resolved; ensuring transparency with regard to finances; and ensuring that potential benefits are not captured by elites at the expenses of poorer social groups (Moriarty et al. 2013).Therefore, there is a need for projects to be completed for better development of any given county.

### **2.3.1 Procurement Planning and Developments Projects Implementation**

According to Meredith and Mantel(2014) there exists a strong link between procurement planning and the implementation of community development projects in Singapore and other Asian countries. The study identified three main indicators of procurement planning practice. This includes: planning for the utilization of the available resources, planning for procurement time frames, planning for the key performance indicators of effective procurement that at the end of the day influences projects implementation and performance. Chandra (2010) confirms that unlike small projects that involve few activities, complex projects that go beyond a certain threshold level should proceed on the basis of a sound formal planning platform without which there may be chaos. Sound formal planning provides a basis for organizing the work on the project and allocating responsibilities to individuals. It is not only a means of communication and coordination between all those involved in the procurement project but also induces people to look ahead besides instilling a sense of urgency and time consciousness. Above all planning provides the basis for monitoring and control.



Kenyan's constitution has outlined the domains of the public procurement and has linked the role played by procurement planning and the performance of organizations. Section 26(3) of the Public Procurement and Disposal Act (2005) and Regulation 20 of the Public Procurement and Disposal Regulations (2006) provide for an elaborate structured mechanism for procurement planning for public entities (Constitution of Kenya, 2010). According to Jepchumba (2016), of major significance is the requirement for the procurement plan to contain, among other things, a detailed breakdown of goods, works, or services required; a schedule of the planned delivery, implementation or completion dates for all goods, works, or services required; an indication and justification for whether it shall be procurement within a single year period or under a multiyear arrangement, an estimate of the value of each package of goods, works or services required, an indication of the budget available, sources of funding and an indication of the appropriate procurement method for each procurement requirement.

According to Kanyugi (2014), planning requires excellent forward planning, which includes detailed planning of the process implementation stages and milestones, task timeliness, fallback positions and re-planning. What this means is that procurement requires proper forecasting that is guided with deadlines and room for adjustments for better results. Mokaya (2013) adds that there is a very strong relationship between the implementation of development projects and the procurement planning process. According to him, procurement planning is the foundation of successful procurement process and acquisition of resources for the implementation of projects.

According to Kiruja (2014) poor procurement planning has led to the delay of projects implementation by 45%, failure of projects by 25%, and complete overhaul of projects by 40% for the last 4 years. His indicators of procurement planning include: planning for the procurement resources (money and human beings), planning for the procurement timeframes (when and what is to be procured and at what time), planning for Kenya indicators of proper procurements (what is the desired results and adjustments) etc. It can therefore be argued that such procurement procedures and undertaking have a significant influence on the implementation of community based development projects; where most of the county development projects fail.

### **2.3.2 Supplier Selection and Effective Projects Implementation**

Numerous studies have indicated that with careful, clear, effective and proper choice and review of the suppliers, an organization is able to achieve its objectives easily. For better understanding of the influence of supplier selection and the performance of development projects implemented by the county governments, a definition of the same term is important. According to Damian (2014) supplier selection is the process by which firms identify, evaluate, and contract with suppliers and it has an influence on the implementation of development projects in countries. The supplier selection process deploys a tremendous amount of a firm's financial resources. In return, firms expect significant benefits from contracting with suppliers offering high value. Suppliers have been acknowledged as the best intangible assets of any business organization (Onyinkwa, 2013).

Onyinkwa (2013) continues to assert that supplier selection problem has become one of the most important issues for establishing an effective supply chain system in projects implementation in both developed and developing countries, thus influencing the performance of development projects. Sneider and Rendon (2014) have argued that the major components of the procurement selection process that influence the performance of projects implemented by local governments in India include: the quality of raw materials supplied the contractor, the cost of the contractor, the services offered, the measures of quality management between the involved parties in the contract, financial stability of the contractor, the ability of green procurement between the parties and many more.

Saleemi(2014) has observed that there is a need of identifying a contractor with quality raw materials and fair prices for best outcomes in projects implementation. Quality of raw material and component requirements are very vitally important in any organization and firms need to select suppliers with supplier's certification, proven record of world-class service and quality raw materials for better performance. Ruston, Cruocher and PeterBaker (2013) have noted that quality management practices are imperative in supplier selection strategies. In their study they found that quality is the most significant attribute in supplier selection. Another component of supplier's selection that is very important according to Saleemi (2014) is cost. Cost has

traditionally been considered as one of the most important aspects of supplier selection criteria in the purchasing and supply management literature. The lowest price is not always the best value for money. If one wants reliability and quality from suppliers, one has to have to decide how much is willing to pay for the supplies and the balance one wants to strike between cost, reliability, quality and service (Meredith and Mantel, 2014).

Oladipo(2014) indicated that procurement practice of suppliers' selection is one important determinant of projects implementation. According to him, the ability of the suppliers to give quality services and manage risks that could be faced during the projects implementation efficiently and effectively will influence the rates at which projects are implemented. Supplier's services are imperative for any organization. They are expected to provide high-quality services that include consist of on-time delivery, value added services, and ease of communication On needs suppliers to deliver on time, or to be honest and give plenty of warning if they can't. In regard to risk management, Suppliers must be able to proactively mitigate and manage supply risks. The ability of suppliers to help buyers reduce risk can positively affect cost containment, quality improvement operational efficiency, process improvement and consistency, and supply chain visibility.

Also, Masaka (2014) has shown the important role of green purchasing, the financial stability of the suppliers and the performance of projects in his study. According to him, the concept of choosing a supplier who complies with environmental management while implementing projects shall gain better results than the one who is non-compliant since he/she is likely to have friction with environmental protection bodies like NEMA; leading to increased implementation cost. Additionally, it's always worth making sure that the supplier has sufficiently strong cash flow to deliver what one want, when you need it. A credit check will help reassure one that they won't go out of business when one needs those most.

### **2.3.3 Procurement Monitoring and Evaluation, and Effective Projects Implementation**

Monitoring and evaluation is a powerful public management tool that can be used to improve the way governments and organizations achieve results. Just as governments need financial, human resource, and accountability systems, governments also need good performance feedback

systems. The OECD (2015) defines monitoring and evaluation as follows: Monitoring is a continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. On the other hand, evaluation is the systematic and objective assessment of an ongoing or completed project, program, or policy, including its design, implementation, and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors. In comparing these two definitions above, it is immediately evident that they are distinct yet complementary.

According to OECD (2015) report, monitoring gives information on where a policy, program, or project is at any given time (and over time) relative to respective targets and outcomes. It is descriptive in intent. On the other hand, evaluation gives evidence of why targets and outcomes are or are not being achieved. It seeks to address issues of causality with the most particularly emphasized here being the expansion of the traditional monitoring and evaluation function to focus explicitly on outcomes and impacts (OECD, 2015). Procurement monitoring and evaluation is enshrined in a number of scholarly works across the globe and their influence in projects planning, management and implementation is evident in the recent past.

According to Bank (2015), there has been a clear indication that procurement monitoring and evaluation has a remarkable influence on the implementation of community based development projects in the rural homesteads. In relation to rural development indicators, the World Bank (2015) has shown that the most appropriate indicator of community development is having the governments and other stakeholders completely implement projects that give immediate services to the local people. The study has majority of its projects implementation focused on health projects, water and sanitation projects and education projects in Asia and Africa and has shown that procurement monitoring and evaluation influences the implementation of projects in Asia up to 38.5% rate and Africa up to 42.7% rate respectively.

Kimwele (2011) has shown that procurement monitoring and evaluation has an influence on the performance of programmes run by the government of Kenya in the public sector. He has indicated that an effective monitoring and evaluation process, efficient monitoring and evaluation process, monitoring and evaluation that take care of perceived risks and many more can influence the rates and paces of projects implementation. Jody and Ray (2016) have shown the key areas that procurement monitoring and evaluation should focus on area as follows: ex-ante evaluation: an evaluation that is performed before implementation of a development intervention (related terms: appraisal, quality at entry); ex-post evaluation: evaluation of a development intervention after it has been completed; external evaluation: the evaluation of a development intervention conducted by entities and/or individuals outside the donor and implementing organizations and many more.

Mbae(2014) did a study that focused on procurement practices and performance of county projects in Machakos and found out the categories of M and E influence the performance of county development projects. The forms of M and E that have direct performance influence include: formative evaluation-evaluation intended to improve performance, most often conducted during the implementation phase of projects or programs; internal evaluation-evaluation of a development intervention conducted by a unit and/or individuals reporting to the management of the donor, partner, or implementing organization ; joint evaluation-an evaluation to which different donor agencies and/or partners participate; independent evaluation- an evaluation carried out by entities and persons free of the control of those responsible for design and implementation of the development intervention etc.

According to Awino(2014), monitoring and evaluation practices in procurement that influence projects implementation in counties include: Meta-evaluation- the term is used for evaluations designed to aggregate findings from a series of evaluations. It can also be used to denote the evaluation of an evaluation to judge its quality and/or assess the performance of the evaluators; Mid-term evaluation-evaluation performed toward the middle of the period of implementation of the intervention (Related term: formative evaluation);Participatory evaluation-evaluation method in which representatives of agencies and stakeholders (including beneficiaries) work together in

designing, carrying out and interpreting an evaluation; Summative evaluation-a study conducted at the end of an intervention (or a phase of that intervention) to determine the extent to which anticipated outcomes were produced. According to Mutui (2014), summative evaluation is intended to provide information about the worth of the program.

#### **2.3.4 Contract Review and Effective Projects Implementation**

Contract review is very vital in projects implementation and the centre of contract review is the continuous communication from the projects team. Actually a study by Elenbaas (2010) as cited by Mutui (2014) stresses the significance of contract review through communication in project implementation by proclaiming that projects are about communication three times (communication, communication, communication). He argues that the biggest and most costly problem in any company, organization or project is lack of contract review. In his view, a company may still succeed, but without good internal and external communication the cost of success will be much higher than necessary. Lack of good communication can easily turn a corporate strategy, or an information system project, into a fail (Abdi, 2012). Rational

Brown and Hyer (2014) in their study that was carried out in the UK have asserted that one predator of project success is when communications are kept honest and open between customer and vendor through contract review. According to them, open communication between the contractors and the other stakeholders is able to give a clear image of the project progress and this is directly proposal to performance. Kenya National Audit Office Report (2014) has defined communication in the procurement context to entail a number of aspects paramount of which is communication of the user specifications. User specifications in this instance will give details of what is expected out of the contract, what may be missing at the moment, what needs to be adjusted in the future among others for better results.

A keen study on the constitution of Kenya has indicated that the constitution has set a number of procurement procedures that should govern public procurement where the projects implemented by county governments fall. According to the Constitution of Kenya (2010), Regulation 9 of the Public Procurement and Disposal Regulations (2006) stipulates the following, among others, as the principle responsibilities of the user department : initiation of the procurement and disposal

requirements and forwarding them to the procurement unit; reporting any departure from the terms and conditions of the contract to the procurement unit; forwarding details of any required variations to the contract and preparing any reports required for submission to the procurement unit, the procurement committee, the tender committee, head of procuring entity or the accounting officer; and preparing technical specifications and submit the same to the procurement unit and making clarifications on tender, requests for quotations and any other matter as may be required. Arguably the steps can be said to be procedures that are aimed at procurement process review that is purely aimed at boosting projects implementation aimed at final development.

Kirungu (2014) did a study in Kenya and focused on factors influencing the implementation of donor funded projects. In this study, it was noted that contractual reviews influence the implementation of donor funded projects. In the contractual review, ideas like the state of the contract, the adjustments needed, what is available that enables the future contractual success projections among others. Another study by Kihara (2009) has shown that the continuous communication on the state of contracts helps the stakeholders to understand what is to be done, what has been achieved and what is needs to be sustainably adopted for better projects implementation. In a summary, Kihara has shown that the communication process of the contractors/suppliers and the management of projects helps in identifying the state of performance and recommend for better reviews that will eventually lead to increased projects performance.

Cheboi(2014) has demonstrated that contractual reviews directly influence the implementation of construction in the construction industry in Kenya's rift valley region. In his study, Cheboi (2014) has focused on three major indicators of contract reviews in projects implementation and their performance. This includes: a review on how the available resources shall be utilized; a review of the cost to be incurred in the process; a review on the number of projects to be implemented among others.

## **2.4 Theoretical Framework**

This study shall be guided by two main theories that connect procurement, projects implementation and the sustainability of community development projects. The theories are: institutional theory and socio-economic theory. Institutions are usually composed of cultural-cognitive and regulative elements that, together with associated activities and resources give meaning to life (Scott, 2004). There are three pillars of institutions that include: regulatory, normative and cultural cognitive. The regulatory pillar emphasizes the use of rules, sanctions and laws as enforcement mechanisms with expedience as basis for compliance. The normative pillar refers to norms (how things should be done) and values (preferred or desirable), social obligation being the basis of compliance. The cultural-cognitive pillar rests on shared understanding (common beliefs, symbols, shared understanding).

This theory is very important when it comes to the implementation of sustainable procurement policy and practice in organizations that serve the public. This is a matter of organizational culture and the degree to which the prevailing climate in an organization is supportive of sustainability and/or of change in general (Brammer and Walker, 2012). From this theory, one can understand the laws and regulations governing procurement practices in effective project implementation for instance from the: evaluation period, award, substantial completion and end of defects liability period of project justifying its implementation. This is gained by considering the procurement practices like procurement planning, supplier selection, contract review and monitoring and evaluation towards project implementation.

On the other hand, Sutinen and Kuperan (2012) advocated the socio-economic theory of compliance by integrating economic theory with theories from psychology and sociology to account for ethical responsibility and social influence as determinants of individuals' decisions on compliance. According to Lisa (2010) psychological perspectives provide a basis for the success or failure of organizational compliance. Wilmshurst and Frost (2000) also add that the legitimacy theory postulates that the organization is responsible to disclose its practices to the stakeholders, especially to the public and justify its existence within the boundaries of society. This theory, which focuses on the relationship and interaction between an organization and the



society, provides a sufficient and superior lens for understanding government procurement system (Huiet *al.*, 2011). From this theory, we can understand the procurement policy, planning, supplier selection, contract reviews and sustainable procurement practices in public institutions and their influence on service delivery to the society as well as project implementations.

## **2.5 Conceptual Framework**

The conceptual framework outlines the relationship between the independent and dependent variables as shown below. Also included are the moderating variables that influence the study but their literature has not been included here.

INDEPENDENT VARIABLES

**Procurement planning**

- Planning for resources utilization
- Procurement time frames
- Planning for key performance indicators
- Detailed breakdown of goods, works, or services required.
- Planning for sources of funding

**Supplier selection**

- Suppliers' raw materials quality
- Cost of the contractor
- Supplier's services
- Financial stability of the contractor
- Supplier's technical capacity
- Ability of risk management by contractor

**Procurement monitoring and evaluation**

- Ex-ante evaluation (appraisal of quality at entry)
- External contractor monitoring and evaluation
- Internal contractor monitoring and evaluation
- Formative monitoring and evaluation of contractor
- Joint monitoring and evaluation
- Independent monitoring and evaluation
- Meta-evaluation (evaluation of an evaluation)
- Participatory evaluation of contractors
- Summative evaluation of contractors' work

**Contract review**

- Internal contracts communication
- External contracts communication
- Open communication between stakeholders
- Forwarding details of contract variations
- Communication on available resources utilization
- Communication of cost to be incurred in the process
- Communication on the number of projects to be implemented

DEPENDENT VARIABLE

**Public Projects implementation**

- Timely delivery of projects
- Budgets of projects delivery
- Quality of projects

**Moderating Variables**

- Procurement methods
- Procurement negotiation

Figure 1: Conceptual Framework

The conceptual framework has shown the four independent variables influencing the performance of the dependent variables. The independent variables in this study include: procurement planning, suppliers selection, contractual monitoring and evaluation, and contractual reviews. They are backed up by the moderating variables that interact together to influence the implementation of development projects that is the dependent variable in this study.

## 2.6 Knowledge Gap

**Table 2.1 Knowledge Gap**

	<b>Researcher</b>	<b>Focus</b>	<b>Finding</b>	<b>Knowledge gap</b>
<b>1</b>	AfDB, (2016)	Role of procurement in the development in Africa	Standard global procurement procedures are highly violated in Africa when it comes to mega projects implementation. Worst hit is Nigeria and Kenya.	A number of procurement procedures like procurement planning, supplier selection, contract review and monitoring and evaluation have not been explored in this study. Their relationship specifically with development projects implementation has not been deeply explored also. This particular study has explained the various practices individually and shown how these practices influence implementation of development projects implementation.

2	Jepchumba (2016)	Procurement practices that influence projects implementation in public institutions in Kenya.	There are serious violations of procurement procedures in contracts allocation in the country and this includes non-observation of procurement planning, suppliers' selection, contractual monitoring and evaluation and many more.	The study was carried out in one parastatal (Kengen) which has employees who are highly guided by laws that cut across the national government and the public procurement. The population of the study in this study also did not put into consideration the contractor who consumes and feels the effects of procurement procedures more than any other stakeholder. This current study has focused on the major procurement practices that influence county development projects (procurement planning, supplier selection, monitoring and evaluation, and contractual reviews). Also it has expanded its population of study to include the contractors and the various employees attached to various contractors.
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3	Abdi (2012)	Procurement practices in Kenya Public Corporations and the performance of projects, A Case study of Kenya Power	There are a number of procurement principles that influence the implementation of projects or performance of firms.	This study has just mentioned of procurement principles. It has not outlined these principles individually as the current study that has shown clearly the relationship between the procurement procedures of procurement planning, supplier selection, monitoring and evaluation, and contract review and how these practices interact to influence the implementation of development projects.
4	OECD (2015)	Procurement practices in European countries	The procurement procedures have an influence on the implementation of development projects by the various governments in Europe and most countries adhere to the procedures and regulations	The study was carried out in Europe; a region that has well organized government operation rules and regulations that don't condone corruption and other rules and regulations violations like it is in Kenya.  Also the nature of development projects

				<p>implemented in the European countries are relatively funded by their governments unlike in the case of Kenya county governments where the funding bodies are interested stakeholders with much significant says. Also the previous studies have not indicated that some other procurement practices like procurement planning, contract review, monitoring and evaluation influence the implementation of projects but the current study has done the same.</p>
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## 2.7 Summary of the Chapter

Discussion from different scholars evaluated the influence of procurement planning on development projects implementation in Kenya and has shown a very strong relationship between these procurement principles and the performance of these projects. In a nutshell summary of the chapter, the chapter focused on the concept of procurement and found out that procurement concept is a new phenomenon in the implementation of projects by county governments; though very relevant. The chapter also focused on the influence of supplier selection on effective projects implementation by county governments. The literature review also

looked at how the influence of procurement monitoring and evaluation on effective projects implementation by county governments in Kenya. From this chapter, the author acknowledges and appreciates the efforts made by previous researchers who investigated the influence of contract review on effective projects implementation by county governments in Kenya.

## **CHAPTER THREE:**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter is organized under the following topics: Research design, target population, sample selection and sample size, research instruments, validity and reliability of the instrument, data collection procedures and data analysis techniques.

#### **3.2 Research Design**

This study was guided by a descriptive research design. According to Mugenda and Mugenda (2013), a descriptive research design is a self-report study which requires the collection of quantifiable information from the sample. They add that, a descriptive research design is easy to manage and administer. The design enables the researcher to quickly collect data from an extensive area and understand the entire population from a sample of it (Kothari, 2003). A descriptive survey design was used in this study to investigate the current situation with regard to procurement processes and how it influences the successful completion of construction projects implemented by the county government. According to Kothari (2003) descriptive research design is a form of design that presents existing conditions, practices, beliefs, attitudes or opinions held, processes going on and trends for developing interpretation of meaning.

#### **3.3 Target Population**

The target population was the construction companies, construction managers, construction workers, County assembly of Kilifi members of the procurement department and Ministry of works officers in Kilifi County. There were 31 construction companies, 31 construction managers, 345 construction workers, 7 employees in procurement department and from county assembly of Kilifi County and 5 officers from the ministry of works. Therefore the target population was 31 construction managers, 345 construction workers, 7 committee members for procurement and development from county assembly of Kilifi and 5 officers from the ministry of works making a total study population of 388 (Kilifi County Integrated Development Plan, 2016).



**Table 3.1 Target population**

<b>Category</b>	<b>Target population (N)</b>	<b>Percentage</b>
<b>construction managers,</b>	31	8%
<b>procurement department</b>	7	1.8%
<b>ministry of works</b>	5	1.2%
<b>construction workers</b>	345	89%
<b>Total</b>	<b>388</b>	<b>100%</b>

### **3.4 Sample size and Sample procedure**

This section describes the sample size and sampling procedure employed in this study

#### **3.4.1 Sample Size**

To determine the sample size, the researcher used 30% of the target population as the sample size as suggested by Kothari (2004). Kothari (2004) argues that, in a social research, when the target population is less or equal to 10,000, 10% of the population can be used as a population. However, he adds that this can be increased to 20% or 30% to take care of the non-respondents. This was specifically applied to the 345 construction workers while the remaining categories saw a population census applied on them. Therefore the sample size was 104 construction workers plus the other categories that equals to 147 respondents.

**Table 3.2 Sample Size**

<b>Category</b>	<b>Target population (N)</b>	<b>Sample Size</b>
<b>construction managers,</b>	31	31
<b>procurement department</b>	7	17
<b>ministry of works</b>	5	5
<b>construction workers</b>	345	104
<b>Total</b>	<b>388</b>	<b>147</b>

### **3.4.2 Sampling Procedure**

The study employed both purposive and simple random sampling to obtain respondents for the study. Purposive sampling ensured that all the construction workers who understood the concept of procurement practices and how these practices influences the projects implemented were selected for the study. Simple random sampling was thereafter used to sample the construction workers who were found to have the relevant information in relation to the study.

### **3.5 Data collection Instruments**

The instrument of data collection was the use of a questionnaire. The use of questionnaire was the most preferred since the target group was literate and the time of study was limited. The questionnaire included a set of structured and unstructured questions. Questionnaires were expected to enable the researcher to obtain results within a considerably short time. Amin (2005) and Sarandakos (1988) confirm the usefulness of questionnaires in terms of their simplicity, time used and easiness for a researcher to administer. The respondents were kindly requested to respond to all items in sections, consistency and freedom of expression by respondents.

#### **3.5.1. Validity of the Research Instrument**

Validity is the ability of the research instrument to demonstrate meaningful information. This is the ability of the instrument to measure how well a test measures what it is supposed to measure (Kombo and Tromp, 2006) .The research used content validity to ensure the validity of the

research instrument. In this case, the questionnaire was prepared and later on verified by the university supervisor and some other two colleagues in the same university who had completed their masters program in project planning and management. Inputs from them were incorporated and helped in the modification of the questionnaire for better results.

### 3.5.2. Reliability of the Research Instrument

The reliability of the instruments was established using Cronbach’s alpha. The researcher used the Cronbach’s Alpha coefficient in order to establish reliability. This was calculated using the formula

$$\alpha = \frac{K}{K-1} \left( 1 - \frac{\sum SD^2i}{\sum SD^2t} \right)$$

Where:  $\alpha$ = alpha coefficient,  $k$ =number of items,  $\Sigma$ = summation,  $SD^2i$ = squared standard deviation within each item and  $SD^2t$ =total standard deviation squared). It was found to be 0.85, then the instrument was consistent and, therefore, reliable (Mugenda & Mugenda, 2003).

### 3.5.3. Piloting of the Research Instrument

The structured questionnaire was pretested in Kimtux Company in Kilifi County which did not participate in this study to determine if the items in the research instruments yielded the required data for the final study. The company was favored since it was found to have implemented a number of projects in Kilifi County since the county government started its operations. The responses given were used to better the questionnaire for better results during the final field study.

## 3.6 Data Collection Procedure

An introduction official letter was drafted by the researcher addressed to respondents requesting to access the premise and to give out questionnaires. The researcher carried it during data collection, presenting it before the in-charge person requesting to be given permission to conduct

research. The researcher then proceeded to collect data after permission was granted. During data collection, the researcher emailed some questionnaires to those respondents who were literate and could not be accessed immediately, used research assistants to distribute and collect some questionnaires and personally dropped some questionnaires and picked later.

### **3.7 Ethical Considerations**

The researcher maintained ethics to protect the participants' dignity. The researcher sought for their consent before administering the research tools and assured their confidentiality during the whole process. The researcher also treated the respondents with respect and ensured that the process of drawing information did not disrupt their social statuses.

### **3.8 Data Analysis Technique**

After data had been collected, the response to the close-ended items in the data collection instrument was assigned codes and labels. Frequency counts of the responses were then obtained, to generate descriptive information about the respondents that participated in the study and to illustrate the general trend of findings on the various variables that were under investigation (as facilitated by the use of SPSS version 22.0). This involved the use of percentages and frequency tables because, according to Mugenda and Mugenda (2003), they helped to summarize large quantities of data whilst making the report reader friendly. The Chi-square was used to test the hypothesis.

### 3.9 Operationalization of the variables

This section gives the summary of the research objectives, the independent variables, their indicators and the scale of measure used. This is concluded by the type of analysis that is going to be employees.

**Table 3.3 Operationalization Table**

Objective	Independent Variable	Indicators	Scale	Types of analysis
To establish the influence of procurement planning on development projects implementation by county governments in Kenya.	<b>Procurement planning</b>	<ul style="list-style-type: none"> <li>• Utilization of the available resources</li> <li>• Procurement time frames</li> <li>• Key performance indicators</li> <li>• Detailed breakdown of goods, works, or services required.</li> <li>• The sources of funding and budget available</li> </ul>	Ordinal Scale	Descriptive
To determine the influence of supplier selection on effective projects implementation by county governments in Kenya.	<b>Supplier selection</b>	<ul style="list-style-type: none"> <li>• Suppliers' raw materials quality</li> <li>• Cost of the contractor</li> <li>• Supplier's services</li> <li>• Financial stability of the contractor</li> <li>• Supplier's technical capacity</li> </ul>	Ordinal Scale	Descriptive

		<ul style="list-style-type: none"> <li>• Risk management</li> </ul>		
To examine the influence of procurement monitoring and evaluation on effective projects implementation by county governments in Kenya.	<b>Procurement monitoring and evaluation</b>	<ul style="list-style-type: none"> <li>• Ex-ante evaluation (appraisal of quality at entry)</li> <li>• External M and E</li> <li>• Internal M and E</li> <li>• Formative M and E</li> <li>• Joint monitoring and evaluation</li> <li>• Independent monitoring and evaluation</li> <li>• Meta-evaluation (evaluation of an evaluation)</li> <li>• Participatory evaluation</li> <li>• Summative evaluation</li> </ul>	Ordinal Scale	Descriptive
To establish the influence of contract review on effective projects implementation by county governments in Kenya.	<b>Contract review</b>	<ul style="list-style-type: none"> <li>• Internal contracts communication</li> <li>• External contracts communication</li> <li>• Open communication</li> <li>• Forwarding details of contract variations</li> </ul>	Ordinal scale	Descriptive

		<ul style="list-style-type: none"><li>• Available resources utilization</li><li>• Cost to be incurred in the process</li><li>• Number of projects to be implemented</li></ul>		
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**CHAPTER FOUR:  
DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

**4.1 Introduction**

This chapter is a presentation of the research findings obtained from field responses and data. This section includes the background information, presentation of findings and analysis based on the objectives of the study and as explored by the questionnaires, where both descriptive and inferential statistics have been employed

**4.2 Questionnaire Return Rate**

The study achieved a response rate of 68.02% with 100 respondents responding positively, out of the 147 targeted. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. The study therefore attained an adequate response rate as presented in table 4.1 below since the rate was approximately 50%.

**Table 4.1 Questionnaire Return Rate**

<b>Questionnaires</b>	<b>Frequency</b>	<b>Percent (%)</b>
Returned	100	68.02
Unreturned	47	31.98
<b>Distributed</b>	<b>147</b>	<b>100.0</b>



### 4.3 Demographic Characteristics of the Respondents

This section captures the responses by gender, work experience, as well as the highest education levels. Findings are presented and illustrated in table 4.2 and figures below.

**Table 4.2 Demographic Characteristics of the Respondents**

<b>Category</b>	<b>Frequency</b>	<b>Percent (%)</b>
<b>Gender</b>		
Male	80	80.0
Female	20	20.0
<b>Education level</b>		
K.C.S.E	15	15.0
Diploma	55	55.0
Bachelor's Degree	25	25.0
Masters Degree	8	8.0
Doctorate	0	00
<b>Work experience</b>		
Less than 2 years	24	24.0
2-4years	36	36.0
5-9 Years	10	10.0
10 - 14 years	17	17.0
Over- 15 years	13	13.0
<b>Distributed</b>	<b>100</b>	<b>100.0</b>

Male respondents dominated the study at 80% compared to the female who made only 20%. Majority of the respondents (55%) had a diploma, followed by those with Bachelor's Degree (25%), then those with secondary education (15%). This was later on followed by the respondents who had a masters degree (8%). In relation to the years of services, majority of the respondents (36%) had a work experience of between 2-4years. This was followed by: Less than 2 years (24%); 10 - 14 years (17 %); over- 15 years (13%); and 5-9 years (10%).

#### 4.4 Procurement planning and Projects Implementation

Various questions were asked in relation to the Procurement planning and Projects Implementation attracted a number of responses as indicated in the tables below:

**Table 4.3 Influence of Procurement Planning on Projects Implementation**

The respondents we asked a question that sought to inquire whether they thought that procurement planning has an influence on development projects implementation in the county and responses were as shown in the table below

<b>Support</b>	<b>Frequency</b>	<b>Percent (%)</b>
Yes	80	80.0
No	20	20.0
<b>Distributed</b>	<b>100</b>	<b>100.0</b>

On average, majority (80%) of the respondents supported the idea that procurement planning has an influence on the implementation of county development projects. On the otherwise, only 20% (minority) of the respondents did not support the idea.

**Table 4.4 Influence of Procurement planning on Projects Implementation on a Likert Scale**

In order to establish influence of procurement planning on projects implementation across the study areas, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale. Responses were given on a five-point Likert scale, where 5=strongly agree, 4=agree, 3=fairly agree, 2=disagree and 1= strongly disagree. The scores of ‘strongly disagree’ has a statement scores of between 0 to 1.5, ‘disagree’ has been taken to represent a statement agreed upon to an equivalent to mean score of 1.6 to 2.5. The score of ‘neutral’ has been taken to represent a statement agreed upon to a moderate extent, equivalent to a mean score of 2.6 to 3.4. The score of ‘agree’ and ‘strongly agree’ have been taken to represent a statement agreed upon to a large extent, equivalent to a mean score of 3.6 to 4.5 and 4.6 to 5.0 respectively.

<b>Procurement planning:</b>	<b>Mean</b>	<b>Standard deviation</b>
For utilization of the available resources influences the rates of projects implementation in the county.	3.8	0.7650
For procurement time frames influences the rates of projects implementation in the county.	3.843	0.5360
For key performance indicators (things considered to communicate milestones) influences the rates of projects implementation in the county.	3.915	0.5137
For detailed breakdown of goods, works, or services required influences the rates of projects implementation in the county.	4.072	0.5762
For the sources of funding and budget available influences the rates of projects implementation in the county.	3.814	0.5765

A majority of respondents agreed that in Kilifi county, procurement planning for :utilization of the available resources influences the rates of projects implementation in the county (3.8); procurement time frames influences the rates of projects implementation in the county (3.843); key performance indicators influences the rates of projects implementation in the county (3.915); detailed breakdown of goods, works, or services required influences the rates of projects implementation in the county (4.072) and the sources of funding and budget available influences the rates of projects implementation in the county (3.814). This was confirmed by the various standard deviations that indicated a positive influence of all the indicators as it pertains to development projects implementation in the county.

#### **4.5 Institutional Supplier Selection and the Implementation of Development Projects**

Respondents were asked a number of questions in relation to the influence of supplier selection on the implementation of development projects and responses reached at as shown in the tables.

**Table 4.5 Supplier Selection and Implementation of Development Projects**

The respondents we asked a question that sought to inquire whether they thought that supplier selection has an influence on development projects implementation in the county and responses were as shown in the table below

<b>Support</b>	<b>Frequency</b>	<b>Percent (%)</b>
Yes	90	90.0
No	10	10.0
<b>Distributed</b>	<b>100</b>	<b>100.0</b>

On average, majority (90%) of the respondents supported the idea that supplier selection has an influence on the implementation of county development projects.

**Table 4.6 Influence of Supplier Selection and Implementation of Project son a Likert Scale**

In order to establish influence of supplier selection on the implementation of development projects, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale. Responses were given on a five-point Likert scale, where 5=Strongly Agree, 4=Agree, 3=fairly agreed, 2=Disagree and 1= Strongly Disagree. The scores of ‘strongly disagree’ has a statement scores of between 0 to 1.5, ‘disagree’ has been taken to represent a statement agreed upon to an equivalent to mean score of 1.6 to 2.5. The score of ‘neutral/fairly agree’ has been taken to represent a statement agreed upon to a moderate extent, equivalent to a mean score of 2.6 to 3.4. The score of ‘agree’ and ‘strongly agree’ have been taken to represent a statement agreed upon to a large extent, equivalent to a mean score of 3.6 to 4.5 and 4.6 to 5.0 respectively. Table 4.6 below presents the results.

<b>Statement</b>	<b>Mean</b>	<b>Std Dev.</b>
Suppliers' raw materials quality influences the implementation of development projects in the county.	4.12	0.76
Cost of the contractor influences the implementation of development projects in the county.	3.701	0.9431
Supplier's services influences the implementation of development projects in the county.	3.976	0.8612
Financial stability of the contractor influences the implementation of development projects in the county.	3.713	1.0617
Supplier's technical capacity on projects implementation influences the implementation of development projects in the county.	3.953	0.6734
Well established risk management by the contractors influences the implementation of development projects in the county.	3.757	0.6834

A majority of the respondents agreed that: suppliers' raw materials quality influences the implementation of development projects in the county (4.12); cost of the contractor influences the implementation of development projects in the county (3.701); supplier's services influences the implementation of development projects in the county (3.976); financial stability of the contractor influences the implementation of development projects in the county (3.713); supplier's technical capacity on projects implementation influences the implementation of development projects in the county (3.953); and well established risk management by the contractors influences the implementation of development projects in the county (3.757).

#### **4.6 Relationship between Procurement Monitoring, Evaluation and Projects Implementation**

Respondents were asked a number of questions in relation to procurement monitoring, evaluation and projects implementation and the results shown in the table below reached at:

##### **Table 4.7: Influence of Procurement Monitoring, Evaluation on Projects Implementation**

In order to establish influence of procurement monitoring, evaluation on projects implementation, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale. Responses were given on a five-point Likert scale, where 5=Strongly Agree, 4=Agree, 3=Neutral/fairly agree, 2=Disagree and 1= Strongly Disagree. The scores of 'strongly disagree' has a statement scores of between 0 to 1.5, 'disagree' has been taken to represent a statement agreed upon to an equivalent to mean score of 1.6 to 2.5. The score of 'neutral' has been taken to represent a statement agreed upon to a moderate extent, equivalent to a mean score of 2.6 to 3.4. The score of 'agree' and 'strongly agree' have been taken to represent a statement agreed upon to a large extent, equivalent to a mean score of 3.6 to 4.5 and 4.6 to 5.0 respectively. Table 4.7 below presents the results.

	<b>Mean</b>	<b>Std Dev.</b>
Ex-ante evaluation influence the implementation of development projects	3.783	0.9442
External monitoring and evaluation influence the implementation of development projects	4.1	0.759
Internal monitoring and evaluation influence the implementation of development projects	3.884	0.9745
Formative monitoring and evaluation influence the implementation of development projects	3.953	0.6734
Joint monitoring and evaluation influence the implementation of development projects	3.757	0.6834
Independent monitoring and evaluation influence the implementation of development projects	3.980	0.765
Meta-evaluation influence the implementation of development projects	3.911	0.807
Participatory evaluation influence the implementation of development projects	3.771	0.989
Summative evaluation influence the implementation of development projects	3.981	0.897

Majority of the respondents agreed that the following procurement monitoring and evaluation practices influence the implementation of development projects: Ex-ante evaluation (3.783); external monitoring and evaluation (4.1); internal monitoring and evaluation (3.884); formative monitoring and evaluation (3.953); joint monitoring and evaluation (3.757); independent monitoring and evaluation (3.980); meta-evaluation (3.911); participatory evaluation (3.771); and summative evaluation (3.981).

#### **4.7 Contract Review and the Implementation of Development Projects**

Respondents were asked a number of questions in relation to contract review and implementation of development projects and the results shown in the table below reached at:

**Table 4.8. The Influence of Contract Review on the Implementation of Development Projects**

In order to establish influence of contract review on the implementation of development projects, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale. Responses were given on a five-point Likert scale, where 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree and 1= Strongly Disagree. The scores of ‘strongly disagree’ has a statement scores of between 0 to 1.5, ‘disagree’ has been taken to represent a statement agreed upon to an equivalent to mean score of 1.6 to 2.5. The score of ‘neutral’ has been taken to represent a statement agreed upon to a moderate extent, equivalent to a mean score of 2.6 to 3.4. The score of ‘agree’ and ‘strongly agree’ have been taken to represent a statement agreed upon to a large extent, equivalent to a mean score of 3.6 to 4.5 and 4.6 to 5.0 respectively. Table 4.8 below presents the results.

<b>The following indicators of contract review influence the implementation of development projects in the county</b>	<b>Mean</b>	<b>Std Dev</b>
Internal contracts communication	3.783	0.9442
External contracts communication	3.884	0.9745
Open communication	3.601	1.3078
Forwarding details of contract variations	3.789	0.729
Available resources utilization	3.953	0.6734
Cost to be incurred in the process	4.052	0.5638
Number of projects to be implemented	3.893	0.9025

Majority of the respondents agreed with the idea that the following indicators of contract review; internal contracts communication (3.783), external contracts communication (3.884), open communication (3.601), forwarding details of contract variations (3.789), available resources utilization (3.953), cost to be incurred in the process (4.052), and number of projects to be implemented (3.893) influence the implementation of development projects in Kilifi County.



#### 4.8 Testing the Relationship between the Various Variables

To establish the degree of influence of the proposed factors on the implementation of development projects, a Chi-square test was conducted on individual objectives depending rating figures obtained from the field as shown below:

##### 4.8.1 Hypothesis on the Influence of Procurement Planning on Developments Projects Implementation

**H<sub>A</sub>**: procurement planning has an influence on developments projects implementation by county governments in Kenya.

**H<sub>0</sub>**: procurement planning has no influence on developments projects implementation by county governments in Kenya.

**Table 4.9 Mean observed values of Procurement Planning**

<b>Likert Rating</b>	1(strongly disagree)	2 (disagree)	3 (fairly agree)	4 (agree)	5(strongly agree)
<b>Mean observed trend</b>	12	7	9	38	34

**Table 4.10 Calculation of Chi-Square Values of Procurement Planning**

The values were calculated as follows

<i>o</i>	<i>e</i>	<i>(o-e)=d</i>	<i>(d)<sup>2</sup></i>	<i>(d)<sup>2</sup>/o</i>
12	20	-8	64	3.2
7	20	13	169	8.45
9	20	-11	121	6.05
38	20	18	324	16.2
34	20	14	81	9.8
				$\sum (d)^2/o = 43.7$

$\chi^2_c=43.7 > \chi^2_{\alpha, 0.05} = 9.488$  at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 43.7 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, procurement planning has an influence on developments projects implementation by county governments in Kenya.

#### **4.8.2 Hypothesis on the Influence of Supplier Selection on Effective Projects Implementation**

**H<sub>A</sub>:** supplier selection has an influence on effective projects implementation by county governments in Kenya.

**H<sub>0</sub>:** supplier selection has no influence on effective projects implementation by county governments in Kenya.

**Table 4.11 Mean observed values on the Influence of Supplier Selection**

<b>Likert Rating</b>	1(strongly disagree)	2 (disagree)	3 (fairly agree)	4 (agree)	5(strongly agree)
<b>Mean observed trend</b>	10	15	8	40	27

**Table 4.12 Calculation of Chi-Square Values on the Influence of Supplier Selection**

<i>o</i>	<i>e</i>	( <i>o-e</i> )= <i>d</i>	( <i>d</i> ) <sup>2</sup>	( <i>d</i> ) <sup>2</sup> / <i>o</i>
10	20	-10	100	5
15	20	-5	25	1.25
8	20	-12	144	7.2
40	20	20	400	20
27	20	7	49	2.45
$\sum (d)^2/o = 35.9$				

$\chi^2_c = 43.7 > \chi^2_{\alpha}^{0.05} = 9.488$  at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 35.9 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, supplier selection has an influence on effective projects implementation by county governments in Kenya.

#### **4.8.3 Hypothesis on the Influence of Procurement Monitoring and Evaluation on Effective Projects Implementation**

**H<sub>A</sub>:** procurement monitoring and evaluation has an influence on effective projects implementation by county governments in Kenya.

**H<sub>0</sub>:** procurement monitoring and evaluation has no influence on effective projects implementation by county governments in Kenya.

**Table 4.13 Mean observed values on the Influence of Procurement Monitoring and Evaluation**

<b>Likert Rating</b>	1(strongly disagree)	2 (disagree)	3 (fairly agree)	4 (agree)	5(strongly agree)
<b>Mean observed trend</b>	5	8	30	17	40

**Table 4.14 Calculation of Chi-Square Values on the Influence of Procurement Monitoring and Evaluation**

Calculated chi-square values

<i>o</i>	<i>e</i>	( <i>o-e</i> )= <i>d</i>	( <i>d</i> ) <sup>2</sup>	( <i>d</i> ) <sup>2</sup> / <i>o</i>
5	20	-15	225	11.25
8	20	-12	144	7.2
30	20	10	100	5
17	20	-3	9	0.45
40	20	20	400	20
$\sum (d)^2/o = 43.9$				

$\chi^2_{c=43.7} > \chi^2_{0.05} = 9.488$  at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 43.9 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, procurement monitoring and evaluation has an influence on effective projects implementation by county governments in Kenya.

#### 4.8.4 Hypothesis on the Influence of Contract Review on Effective Projects Implementation

**H<sub>A</sub>:** contract review has an influence on effective projects implementation by county governments in Kenya.

**H<sub>0</sub>:** contract review has no influence on effective projects implementation by county governments in Kenya.

**Table 4.15 Mean observed values on the Influence of Contract Review**

Likert Rating	1(strongly disagree)	2 (disagree)	3 (fairly agree)	4 (agree)	5(strongly agree)
Mean observed trend	10	10	25	35	20

**Table 4.16 Calculation of Chi-Square Values on the Influence of Contract Review**

<i>o</i>	<i>e</i>	( <i>o-e</i> )= <i>d</i>	( <i>d</i> ) <sup>2</sup>	( <i>d</i> ) <sup>2</sup> / <i>o</i>
10	20	-10	100	5
10	20	-10	100	5
25	20	5	25	1.25
35	20	15	225	11.25
20	20	0	0	0
$\sum (d)^2/o = 22.5$				

$\chi^2_{c=43.7} > \chi^2_{\alpha=0.05} = 9.488$  at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 22.5 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, contract review has an influence on effective projects implementation by county governments in Kenya.

**CHAPTER FIVE:  
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND  
RECOMMENDATIONS**

**5.1 Introduction**

This chapter presents the summary of findings, discussions, conclusions drawn from the findings and recommendations. The conclusion and recommendations drawn were focused on addressing the research questions as presented in chapter one. Suggestions for future studies have also been made.

**5.2 Summary of Findings**

In order to establish the influence of procurement planning on development projects implementation, majority (80%) of the respondents supported the idea that procurement planning has an influence on the implementation of county development projects. On a rating scale of various indicators of procurement planning, majority of respondents agreed that in Kilifi county, procurement planning for: utilization of the available resources influences the rates of projects implementation in the county (3.8); detailed breakdown of goods, works, or services required influences the rates of projects implementation in the county (4.072) and the sources of funding and budget available influences the rates of projects implementation in the county (3.814). When the hypothesis was tested, the calculated chi-square value of 43.7 was greater than the critical chi-square value at 5% level of confidence; meaning that the alternative hypothesis was accepted.

In relation to the second objective that sought to determine the influence of supplier selection on effective projects implementation by county governments, majority (90%) of the respondents supported the idea that supplier selection has an influence on the implementation of county development projects. Also, majority of the respondents agreed that: suppliers' raw materials quality influences the implementation of development projects in the county (4.12); cost of the contractor influences the implementation of development projects in the county (3.701); supplier's services influences the implementation of development projects in the county (3.976); financial stability of the contractor influences the implementation of development projects in the

county (3.713) etc. When the hypothesis was tested, the calculated chi-square value of 35.9 was greater than the critical chi-square value at 5% level of confidence; meaning that the alternative hypothesis was accepted.

In relation to the third objective that sought to examine the influence of procurement monitoring and evaluation on effective projects implementation by county governments, majority of the respondents agreed that the various procurement monitoring and evaluation practices influence the implementation of development projects. For example-ante evaluation was found to have an influence as indicated by a mean score of 3.783, external monitoring and evaluation had an influence as indicated by a mean of 4.1, internal monitoring and evaluation with a mean of 3.884, formative monitoring and evaluation with a mean of 3.953, joint monitoring and evaluation with a mean of 3.757, independent monitoring and evaluation with a mean of 3.980, meta-evaluation with a mean of 3.911, participatory evaluation with a mean of 3.771, and summative evaluation (3.981). When the hypothesis was tested, the calculated chi-square value of 43.9 was greater than the critical chi-square value at 5% level of confidence; meaning that the alternative hypothesis was accepted.

Finally, in relation to the objective that sought to establish the influence of contract review on effective projects implementation by county governments, majority of the respondents agreed with the idea that following indicators of contract review; internal contracts communication (3.783), external contracts communication (3.884), open communication (3.601), forwarding details of contract variations (3.789), available resources utilization (3.953), cost to be incurred in the process (4.052), and number of projects to be implemented (3.893) influence the implementation of development projects in Kilifi County. When the hypothesis was tested, the calculated chi-square value of 22.5 was greater than the critical chi-square value at 5% level of confidence; meaning that the alternative hypothesis was accepted.

### **5.3 Discussion of the Findings**

In order to establish the influence of procurement planning on development projects implementation, majority (80%) of the respondents supported the idea that procurement planning has an influence on the implementation of county development projects. Also on a rating scale,

majority of respondents agreed that procurement planning for: utilization of the available resources influences the rates of projects implementation in the county (3.8); detailed breakdown of goods, works, or services required influences the rates of projects implementation in the county (4.072) among others. When the hypothesis was tested, the alternative hypothesis was accepted (procurement planning has an influence on developments projects implementation by county governments in Kenya). Asserting to this is Meredith & Mantel (2014) in their study who have shown that there exist a strong link between procurement planning and the implementation of community development projects. The study identified three main indicators of procurement planning practice. This includes: planning for the utilization of the available resources, planning for procurement time frames, planning for the key performance indicators of effective procurement that at the end of the day influences projects implementation and performance.

The objective that sought to determine the influence of supplier selection on effective projects implementation by county governments showed that, majority (90%) of the respondents supported the idea that supplier selection has an influence on the implementation of county development projects. Also, majority of the respondents agreed that: suppliers' raw materials quality influences the implementation of development projects in the county (4.12); cost of the contractor influences the implementation of development projects in the county (3.701) etc. When the hypothesis was tested, the alternative hypothesis was accepted (supplier selection has an influence on effective projects implementation by county governments in Kenya). In agreement to this are Sneider and Rendon (2014) who have argued that the major components of the procurement selection process that influence the performance of projects implemented by local governments in India include: the quality of raw materials supplied the contractor, the cost of the contractor, the services offered, the measures of quality management between the involved parties in the contract, financial stability of the contractor, the ability of green procurement between the parties and many more.

The objective that sought to examine the influence of procurement monitoring and evaluation on effective projects implementation by county governments had results that indicated, majority of the respondents agreed that the following procurement monitoring and evaluation practices influence the implementation of development projects: Ex-ante evaluation (3.783); external



monitoring and evaluation (4.1); internal monitoring and evaluation (3.884); formative monitoring and evaluation (3.953); joint monitoring and evaluation (3.757) etc. When the hypothesis was tested, the alternative hypothesis was accepted (procurement monitoring and evaluation has an influence on effective projects implementation by county governments in Kenya). Supporting these findings are Jody & Ray (2016) who have shown the key areas that procurement M&E should focus on. According to them, there should be Ex-ante evaluation: An evaluation that is performed before implementation of a development intervention (Related terms: appraisal, quality at entry); Ex-post evaluation: Evaluation of a development intervention after it has been completed; External evaluation: The evaluation of a development intervention conducted by entities and/or individuals outside the donor and implementing organizations and many more.

The objective that sought to establish the influence of contract review on effective projects implementation by county governments had responses that indicated, majority of the respondents agreed with the idea that following indicators of contract review; internal contracts communication (3.783), external contracts communication (3.884), available resources utilization (3.953), cost to be incurred in the process (4.052), and number of projects to be implemented (3.893) influence the implementation of development projects. When the hypothesis was tested the alternative hypothesis was accepted (contract review has an influence on effective projects implementation by county governments in Kenya). In agreement to this is Cheboi (2014) who has demonstrated that contractual reviews directly influence the implementation of construction in the construction industry in Kenya's rift valley region. He has focused on three major indicators of contract reviews in projects implementation and their performance. This includes: a review on how the available resources shall be utilized; a review of the cost to be incurred in the process; a review on the number of projects to be implemented among others.

#### **5.4 Conclusion of the Study Findings**

Based on the findings from the field and the literature reviewed, the researcher concluded that: procurement planning; supplier selection; procurement monitoring and evaluation; and contract review have an influence on the implementation of development projects run and implemented

by the county government of Kilifi. Procurement planning and supplier selection can be said to be among the top influencers of projects implementation followed by the practice of procurement monitoring and evaluation and finally the practice of contract review.

### **5.5 Recommendations**

From the above mentioned findings and conclusions, this study recommends that before any project is perceived for adoption or implementation, as the project is at its initial planning stage, the procurement department should also be brought on board to plan for the time, resources, performance indicators of contracts and many more that will enable the development projects in the counties to be implemented easily.

The researcher also recommends for a team of experts to be trained at the county level on matters relating to suitable supplier selection by focusing on the supplier's ability to offer quality materials, services, supplier's technical capacity and the ability to monitor risks involved in the contractual process for better projects implementation in the county.

The researcher also recommends for integrated and well informed monitoring and evaluation process and continuous contractual reviews that well spelt throughout the projects implementation process. This means that both M&E and contracts reviews should be integrated into the projects planning, implementation, contracts planning, execution and termination.

### **5.6 Suggestions for further studies**

The study established a strong and significant association between the said procurement practices and the implementation of county development projects. This study is carried out in the achievability prospects of the adopted procurement practices. Therefore, a research needs to be done in the future to establish whether the adoption of these procurement by individual procurement department of the county have influenced the performance of specific county projects under the county's mandate.

Furthermore, this study was done in one county in line with the procurement practices outlined in the constitution and those outlined in the international procurement regulations. Therefore, a similar study can be done in other counties where similar socio-economic characteristics prevail like the coast region counties and some counties in the north eastern region.

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## APPENDICES

### *APPENDIX 1: Letter of Transmittal - County Government of Kilifi*



UNIVERSITY OF NAIROBI  
ODEL CAMPUS  
SCHOOL OF OPEN AND DISTANCE LEARNING  
DEPARTMENT OF OPEN AND DISTANCE LEARNING  
CENTER FOR OPEN AND DISTANCE LEARNING, MOMBASA  
MALINDI LEARNING CENTRE

TEL: 0727-578175/0713-094703

TO;  
THE COUNTY SECRETARY  
KILIFI COUNTY  
P.O. BOX 519-80108  
KILIFI, KENYA

14<sup>TH</sup> JUNE 2017

Dear Sir/Madam,

**RE: DATA COLLECTION-**

CHARLES MAPINGA LWIGA of student ID Number L50/85316/2016 is undertaking Master of Arts in Project Planning and Management course at the University of Nairobi in Malindi. As part of the requirement for his program, he is required to undertake a research on "Influence of Procurement Practices on the Implementation of County Government Development Projects; A Case of Kilifi County". Charles wants to collect data from significant respondents who will be picked from different departments within the County government. On behalf of Charles we request your office to grant him access to collect the data to assist him in his research study.

Kindly note that this research is purely for academic purposes; we will appreciate any assistance given to him.

UNIVERSITY OF NAIROBI  
MOMBASA OFFICE - MURAL CENTER  
P.O. BOX 5309-80200, MALINDI  
CENTER ADMINISTRATOR  
14/06/2017

**STEPHEN FANAKA NDURYA**  
ADMINISTRATOR-  
MALINDI LEARNING CENTRE

*APPENDIX 2: Letter of Transmittal - Self Introduction*

**INTRODUCTION**

My name is Chares Mapinga Lwiga; I am a Masters of Arts student in Project Planning and Management at the University of Nairobi, School of continuing and distance learning. I am interviewing respondents here at County Government of Kilifi Head Quarters in order to investigate how procurement practices influence implementation of development projects in the county.

**CONFIDENTIALITY AND CONSENT**

You have been selected to participate in the study. Consequently, with your consent, you will respond to this questionnaire. I would like to assure you that the information you share with me will be treated with high confidentiality. Your name will not be written on this form, and will never be used in connection with any of the information you will fill. You do not have to answer any question that you do not want to answer, and you may stop filling the questionnaire at any time you want to. However, your honest answers to these questions will help us understand better the topic under research and will be highly appreciated.

Would you like to participate?

Yes..... No.....



*APPENDIX 3: Research Questionnaire*

**A. Bio-Data**

[Tick where appropriate (√)]

1. Kindly indicate your gender

( ) Male ( ) Female

2. Kindly indicate your highest level of education

( ) K.C.S.E ( ) Diploma ( ) Bachelor's Degree ( ) Masters Degree ( ) Doctorate

3. Working experience

Less than 2 years ( ) 2-4years ( ), 5-9 Years ( ), 10 - 14 years ( ) Over- 15 years ( )

**SECTION B:**

**Procurement planning and Projects Implementation**

4. Do you think that procurement planning has an influence on development projects implementation in this county?

Yes ( )                      No ( )

5. Indicate the degree to which you agree or disagree. Use a scale of 1-5; where 1= **strongly disagree**, 2= **Disagree**, 3= **fairly agree**, 4=**Strongly agree**, 5= **Agree**

<b>Procurement planning:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
i. For utilization of the available resources influences the rates of projects implementation in the county.					
ii. For procurement time frames influences the rates of projects implementation in the county.					
iii. For key performance indicators (things considered to communicate milestones) influences the rates of projects implementation in the county.					
iv. For detailed breakdown of goods, works, or services required influences the rates of projects implementation in the county.					
v. For the sources of funding and budget available influences the rates of projects implementation in the county.					

**SECTION C:**

**Supplier Selection and the Implementation of Development Projects**

6. Do you support the idea that supplier selection (identifying and choosing people who shall supply the various project implementation materials) has an influence on the implementation of development projects in Kilifi County?

Yes ( ) No ( )

7. Indicate the degree to which you agree or disagree with the following statements.

**1= strongly disagree, 2=Disagree, 3= fairly agree, 4= agree, 5= strongly Agree**

Statement	1	2	3	4	5
i. Suppliers' raw materials quality influences the implementation of development projects in the county.					
ii. Cost of the contractor influences the implementation of development projects in the county.					
iii. Supplier's services influences the implementation of development projects in the county.					
iv. Financial stability of the contractor influences the implementation of development projects in the county.					
v. Supplier's technical capacity on projects implementation influences the implementation of development projects in the county.					
vi. Well established risk management by the contractors influences the implementation of development projects in the county.					

**SECTION D:**

**Procurement Monitoring, Evaluation and Projects Implementation**

8. Indicate the degree to which you agree or disagree with the following statements.

**1= strongly disagree, 2=Disagree, 3= Uncertain, 4= agree, 5= strongly Agree**

<b>The following procurement monitoring and evaluation significantly influence the implementation of development projects:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
• Ex-ante evaluation ( where the quality of the contractor is examined at the initial stages depending on the previous record of delivery or appraisal of quality at entry)					
• External monitoring and evaluation (whereby people from outside gauge the relevance of the contractors)					
• Internal monitoring and evaluation(a situation where people within the organization examine the process)					
• Formative monitoring and evaluation (initial examination of all the materials, employees and resources of contractors)					
• Joint monitoring and evaluation (a combined examination of the contractual process by various bodies)					
• Independent monitoring and evaluation (an examination of the whole process of contractual awards and procurement by individuals or firms not affiliated to either the parties one on one)					
• Meta-evaluation (evaluation of an evaluation or re-evaluation is done)					
• Participatory evaluation (where everyone is allowed to examine the process)					
• Summative evaluation (an examination of the whole process at the end of the implementation)					

**SECTION E:**

**Item on Contract Review and Implementation of Development Projects**

9. Indicate how you agree or disagree with the following statements in relation to the following statements

Use a scale of 1-5 where: **1= Strongly Disagree 2= Disagree 3= Weakly Agree 4= Agree 5= Strongly Agree**

<b>The following indicators of contract review significantly influence the implementation of development projects in the county</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
• Internal contracts communication					
• External contracts communication					
• Open communication					
• Forwarding details of contract variations					
• Available resources utilization					
• Cost to be incurred in the process					
• Number of projects to be implemented					

**Thank you.**