

**PUBLIC PROCUREMENT PRACTICES AND SERVICE DELIVERY AMONG
DEVELOPMENT PROJECTS IMPLEMENTED BY COUNTY GOVERNMENT OF
MACHAKOS, KENYA**

BY:

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DECLARATION

I declare that this work has not been published anywhere and it is my original and initial efforts.

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Date 07th September, 2022

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D61/86049/2016

This research project has been submitted for presentation with my approval as the
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I would also want to salute and appreciate friends who supported me during this project. . I also salute you for the insights on several occasions that I have consulted you.

Finally, I wish to salute my parents and family members for their support during this project.

DEDICATION

I fully dedicate this project to my family members and may God reward them for supporting me during this project.

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ABSTRACT

The study's goal was to ascertain how public procurement processes affected service delivery for development projects carried out by the Kenyan county government of Machakos. The study specifically identified the public procurement procedures frequently employed in development projects carried out by the County Government of Machakos, Kenya, as well as the consequences of such practices on service delivery in those projects. The study used a case study research approach, and department heads in the Kenyan county government of Machakos provided the data. Interviewing was used to gather the data, and content analysis was used to analyze the data. According to the study, public procurement procedures were in place in all of the county government of Machakos's departments, including those responsible for housing and urban development, public service, quality management, social welfare, energy and electrification, ICT, health and emergency services, , skills training, finance, and education as well as sports, culture, youth, and tourism. Moreover, customer orientations, strategic buyer and supplier partnership, supplier training, reverse logistics, efficient tendering procedures, procurement planning, and knowledge management are a few of the public procurement techniques that were implemented in these departments. According to the study's findings, public procurement policies encouraged the service delivery of development projects carried out by the Kenyan county government of Machakos. The research proposed that in order to improve the efficiency of their service delivery across various projects, the County Governments in Machakos should employ public procurement techniques related with excellent contract management, adoption of e-procurement, timely delivery, and public engagement.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Within the current competitive business environment, public procurement are some of the plans that are adopted by companies to promote their performance and service delivery. Public entities have historically been major buyers with sizable budgets, according to Matthew, Patrick, and Denise (2013), who define public procurement as the acquisition of goods, services, and works by a purchasing institution using public funds. In the past, organizations have utilized public procurement procedures to aid them in acquiring products and services, in the correct amount and quality, at the lowest feasible total cost of ownership, in the right place, at the right time, and from the right source for the direct benefit (Hazarika & Jena, 2017). Because public procurement typically entails making purchasing decisions in times of shortage, it is best practice to employ economic analysis techniques like cost-utility analysis or cost-benefit analysis when reliable data is available. This also implies that the examination of risks and issues must be distinguished in order to provide successful services (Zelenbabic, 2015).

Resource-based theory and institutional theory served as the study's foundation. According to the institutional theory, organizations are made up of regulative components and cultural-cognitive that, when combined with related resources and activities, give life meaning. The institutional theory broadens the acquired understanding of organizations and how the environment around them interacts and influences with their operations (Hussein & Wanyoike, 2015). The resource-based theory, on the other hand, examines how assets can provide an advantage when planning a project. It recognized that resources include commitments to equipment, capital, and people as well as talented project managers, finances, skills of individual workers, and licenses, these can be used to help a project succeed (Basheka, 2009).

In Kenya, different organizations including County Governments are increasingly adopting public procurement activities in their operations. This is because these organizations have been facing various challenges and the national government has made it mandatory for County Government and other organizations in the country to have transparent procurement procedures. The adoption of an effective procurement process fosters continuity by enabling the maintenance of sizable inventories that don't tie up capital and eliminate the possibility of stock deterioration, according to Abioro (2021). The public perception has been that the procurement process is rife with corruption, anti-competition, opaque, and unfair. This indicates that the procurement process is essential since it may improve the effectiveness of services and the organization's overall cost-reduction plan. This study sought to ascertain how public procurement processes affected service delivery for development projects carried out by the Machakos County Government in Kenya.

1.1.1 Public Procurement Practices

The concept of public procurement practices relates to activities that involve awarding of contracts and tenders among organizations. The idea of public procurement, according to Sebola, Zitha, and Mamabolo (2016), relates to the acquisition of works, products, and services by state-owned and governments businesses. The procedure for public procurement is the series of steps that includes awards, contract management, final payment, and need assessments. Analysis also reveals that public procurement promotes the development of strong organizations free from corrupt practices.

With effective public procurement practices, the government is able to carry out services efficiently and with high standards of conduct accounts for a substantial portion of the taxpayers' money in order to ensure safeguard the public interest and high quality of service delivery (Hazarika & Jena, 2017). Some of the effective proper public procurement practices include

ensuring the best interests of the organization, fairness, using integrity plans, transparency, and undertaking hands-on peer reviews that assess public procurement systems. (Khadija & Kibet, 2015).

The Public Procurement and Asset Disposal Act 2015 (PPADA) in Kenya indicates that all the state bodies and public companies should adopt transparent and accountable procurement planning, processing as well as fair asset and inventory management in all their operations (PPADA, 2021). The policy also supports the introduction of fair disposal of asset and contract management among public entities in the country. The Act includes the public procurement activities of County governments in the country. The policy was adopted with the aim of reducing fraudulent practices within the public sector in Kenya (PPADA, 2021).

1.1.2 Service Delivery

The Service delivery theory refers to the ability of an organization or a person to provide services and outcomes that meets the expectation of the client. The idea of service delivery is connected to customer satisfaction, and it is a purposeful mandate made by the appointed or elected authorities to provide products and services to the beneficiaries Basheka (2009). The provision of services to the public is a crucial aspect of the interaction between the government and its constituents, and the effectiveness of the government is evaluated by the quality of these service and improved rural road networks. A government is required to provide its citizens with better services, and the indicators used to gauge this performance include access to inexpensive, high-quality healthcare, low inflation, and the availability of clean water. Also, other indicators include the availability of decent rural road networks and highways for the transportation of agricultural goods and raw materials (Ngumuta, 2018). This is due to the fact that service delivery includes services and the systems that support them, both of which are sometimes viewed as governmental obligations.

These include of social services, which are basic health care and elementary education, physical infrastructure such as water, sanitation, roads, and bridges, as well as services that support personal security (Martemyanova, 2018).

According to Martemyanova (2018), the trend toward decentralization in developing nations has a substantial underlying driver that is increasing service delivery through more accountability. The typical theoretical justification for delegating authority to lower levels of government is that the improved public oversight and increased information flow of local policymakers result from their closer connection to constituents. This means that promotion of service delivery can be done through consideration of transparency in public services and ensuring accountability of public officials. The key metrics of service delivery includes number of deliveries, the business volume and service efficiency levels.

1.1.3 Development Projects in the County Government of Machakos

Machakos County borders Nairobi, Kiambu, Embu, Kitui as well as Kajiado, Muranga and Makueni County. With a population density of about 180 persons per SQ, the County Government of Machakos has many projects and it is regarded as one of the developed counties in Kenya. The area is home to several projects. Because of its availability of substantial amounts of land, solid infrastructure, and closeness to Nairobi, the county has been chosen as the location for the future Konza Technology City. Important residential and commercial hubs including Athi River and Mlolongo are located in Machakos County, Nairobi's Eastern neighbor (Machakos County, 2021). The region's major projects that fall under a variety of departments, including those responsible for energy, environment, and natural resources, health and emergency services, water, irrigation, and sanitation, trade, economic planning, transport, labor, ICT and cooperative development, lands, roads, public works, housing and education (Machakos County Government,

2021). The World Bank, the County Government, the National Government, and other foreign development organizations all provide funding to the county's programs. building water reservoirs in large cities, managing solid waste, Establishing the Food Security Subsidy Program, building rural roads, allocating funds for scholarships, developing programs for livestock and food security, and raising poultry are some of the forthcoming initiatives (Machakos County, 2021).

40 healthcare centers were renovated by the Machakos County Government in 2014 to Community Hospital standards by adding maternity services, small theater facilities, x-ray lab equipment, , and ward facilities (Machakos County, 2021). also, a total of seventy ambulances were purchased and dispersed to all of the county's locations. As part of the government initiatives carried out, 140 police and specialized vehicles as well as the opening of Machawood which is the Machakos Entertainment Centre for Arts, Music, Media, and Film; these were also introduced in the county. The Machakos Forensics and Research Center was established in 2015; where In the county, more than 800 floodlights and 500 CCTVs have been placed (Machakos County, 2021). In 2016, work on water drilling rigs and dam excavators began. In Machakos County, 300 water tanks were installed, 500 dams and water pans, and 700 boreholes were excavated were constructed (Machakos County, 2021). The County government started the aforementioned initiatives, but their execution has never been completely successful owing to a number of current challenges, including low levels of community involvement, insecurity, a bad state of the supporting infrastructure, the politicization of development projects, a lack of appropriate project funding, and outdated technology (The Republic of Kenya, 2019).

1.2 Research Problem

In developed and less developing nations, public procurement is more frequently regarded as essential for the provision of services and accounts for a sizeable portion of overall expenditures

(Nzambu, 2015). The efficient deployment and usage of procurement planning is essential to the provision of services and the survival of businesses since it affects many fundamental parts of a company's operations. This is why many companies are currently adopting public procurement activities and practices to promote their service delivery (Martemyanova, 2018).

There are various studies that have been done on the effects of public procurement practices on service delivery among development projects across the globe. A study done in Italy by Testa et al. (2012) on determination of factors influence the uptake of green public procurement practices noted that green public procurement practices is associated with efficient service delivery among companies in Italy. The study adopted cross-sectional research design and data was collected among various Italian companies in Italy. The study found out that green public procurement practices promote the success of service delivery among companies in Italy.

Using a case study of Danish local government procurement processes, Zelenbabic (2015) identified strategies to promote innovation through innovation-friendly procurement practices in Denmark. The study found that managing service delivery in Denmark requires the adoption of innovation through procurement strategies that support innovation. However, this study adopted case study design and only on the Danish local government procurement practices. The study found out that innovation is important in managing local government procurement practices in the country. In India, Hazarika and Jena (2017) noted that public procurement in India is important towards the promotion of assessment of institutional mechanism, challenges, and reforms in India. The authors adopted cross-sectional research design and noted that public procurement experience various challenges such as lack of resources in India. The study concluded that adoption of effective public procurement practices is important in managing public services in India.

Abioro (2021) assessed service performance and public procurement corruption in South Africa

and Nigeria. The study used a comparative research approach and found that the crisis of effective governance in Africa and corruption had a detrimental impact on public procurement. The study recommended the need for adopting corruption eradication strategies to promote public procurement among governments in Africa. However, the study only focused in governments in Nigeria and South Africa. In Uganda, Basheka (2009) examined the impact that public procurement corruption has on the efficient provision of services there and found that it had a detrimental effect.

Locally, Mbae (2014) examined procurement performance and public procurement law of Kenyan county governments and noted that public procurement laws are important in managing performance of Kenyan county governments. The study adopted case study method and concluded that effective public procurement policies must be adopted by all governments to promote performance. Using the Kenya Urban Roads Authority (KURA) case study, Luka (2016) also examined the impact of public procurement methods on the execution of road construction projects and found that efficient procurement practices encourage service delivery while building roads. According to Nzambu (2015), governments are expected to conduct public procurement effectively and in accordance with high standards of conduct in order to protect the public interest and guarantee high quality service delivery to the citizens. public procurements accounts for 12% of GDP and 29% of government expenditure, which means that it consumes a significant amount of taxpayer money. Despite this, because of the enormity of the money flows involved, public procurement continues to be the government activity most susceptible to corruption, waste, and fraud (Zelenbabic, 2015). However, this study was mainly focusing on free primary education and it was done seven years ago.

Based on the above studies, it is true that few studies have been done to determine the effects of public procurement practices on service delivery among organizations across the globe. In addition,

a number of the studies done in the topic focus outside Kenya and they were done seven years ago. The bulk of previous studies on this subject have produced contradictory results and used different approaches, such as cross-sectional research design rather than case study design; this is according to the analysis. By examining the impact of public procurement methods on service delivery across development projects carried out by the County Government of Machakos; this study aims to close the knowledge gap. The study will be guided by the question-What impact do public procurement processes have on service delivery among development projects carried out by the County Government of Machakos, Kenya?

1.3 Research Objectives

1.3.1 General Objective

The study's primary objective was to ascertain how public procurement procedures affected the provision of services in the context of development initiatives carried out by the Kenyan county government of Machakos.

1.3.2 Specific Objectives

To identify the public procurement procedures often employed in development projects carried out by the Kenyan County Government of Machakos.

To determine how public procurement processes affect service delivery for development projects carried out by the Machakos County Government in Kenya.

1.4 Value of the Study

Various stakeholders will benefit from and be able to use this study. For example, the study will help the management of County governments in Kenya, especially the County Government of Machakos since they will use the study results to guide their public procurement practices and improve their service delivery among various development projects implemented by top management of the County Government. This will help to promote effective public procurement practices as well as efficient service delivery in the County Government of Machakos.

The study will also benefit various policy makers and government agencies in the country. This is because the policy makers will use the study findings to formulate and implement policies associated with effective public procurement practices among County Government in Kenya. This will ensure efficient service delivery in the implementation of various development projects in the country.

Accordingly, the study will also help various future scholars in their academic activities. This is because the study will act as a reference point in studies. Future researchers will use the study results to guide their studies and understand how public procurement practices influence the service delivery among development projects implemented by Kenyan County Government and beyond.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter summarizes prior research on studies connected to the subject of the current investigation. These studies shed light on the appropriate literature review, empirical review as well as the theoretical background that this study is anchored on. The specific areas that are reviewed in this chapter are the theoretical foundation, extensive empirical studies on public procurement practices and service delivery among development projects across the world.

2.2 Theoretical Review

The County Government of Machakos, Kenya, implements development projects, and the author will use two theories; the resource based theory and the institutional based theory to determine the impact of public procurement procedures on service delivery.

2.2.1 Institutional Based Theory

North (1990) developed the institutional based theory (IBV), which aims to explain the more durable and fundamental mechanisms by which organizational rules, practices, and norms are acknowledged as methods for efficient service delivery. The IBV stresses the relevance of the operational climate and suggests that structural factors influence the strategic decisions of organizations and decide their performance. According to the idea, local organizational routines are developed as a result of institutionally rationalized assessments of the working environment, and these assessments must be updated in response to market needs. This means that to deliver efficient services, organizations must develop effective public procurement strategies that meet the demand of their projects and the target market.

According to Voronov and Weber (2020), institutional theory has been promoted the most important and relevant viewpoints for examining firm operations. The theory is used particularly in developing nations where there is a lack of strong, legal and enforcement frameworks; this makes the use of informal institutions systems necessary to achieve organizational performance. In addition, Tran and Santarelli (2020) emphasize that the Institutional theory encourages the construction of organizational programs and policies that aid in supporting the improvement of its performance. Since doing so would lower the degree of uncertainty among its employees as well as the outside business partners, which is the foundation of service delivery and organizational success. This means that IBV acknowledges the value of the operational climate and indicates that institutional factors structure contributes greatly to the success of the strategic decisions of organizations and the service delivery models (Simon, et al., 2011).

In this study, the theory is suitable and relevance since it helps guide how institutions can manage their performance, public procurement policies and internal service activities to improve their success. Additionally, the theory advocates for the adoption of the internal organizational mechanism that defines, both internal and external working relationships with all the stakeholders to the firm with the aim of promoting service delivery and success of the organization.

2.2.2 Resource Based Theory

Resource-Based theory is a theory that was established by Penrose in 1959. Penrose (1959) explained that good performance in an organisation is achieved when valuable resources are fully controlled by the organisation. According to Barney (2007), there are critical resources that enhance sustainability in terms of competitive advantages in all organizations. Lockett, Thompsons and Morgenstern (2009) on the other hand explained that the resource based theory examines both resources and the capability of organizations which together confer good return and

higher performance. The resource-based theory does not only emphasize on the aspects of resources but also the sources of the resources because such sources improve organization's performance and sustainability (Morheney & Pandian, 1992).

Resource based theory assumes that companies make only the right decisions in relation to the prevailing market environment and that the employees are motivated to optimally make use of the available resources (Barney, 2007); therefore, the extent to which a firm controls its critical resources determines the firm's performance (Wernerfelt, 1984). This means that firm with rare and unique resource can promote their service delivery and success.

In this study, the theory can be used to guide how county governments can use their unique resource base and improve their service delivery. Importantly, this theory will to guide the study by determining the resources available at the disposal of the county governments and obtain the relationship with procurement plans and service delivery. This is because the theory holds that the use of rare resources can enable organizations to increase their efficacy because only fewer companies possess such resources.

2.3 Public Procurement Practices

The managerial efforts made to enhance the performance of the integrated supply chain are known as public procurement practices. According to Li et al. (2006), knowledge management, degree and quality of information exchange, reverse logistics, strategic supplier partnerships, and customer orientation have all been highlighted as procurement strategies that have been linked to effective service delivery in local industries. The majority of purchases made in the public sector are made by corporations and organizations that are owned or controlled by the government. a multi-level network and Public sector supply chains that may be evaluated at the municipal, provincial, district, and federal levels make up public procurement. The distinction

between these procurement categories are often based on the yearly products and services procured, their value and volume (Ellinger, 2006). As a result, many sectors are the primary focus of public sector procurement; this varies from industry to industry and from sector to sector, but they are all governed and standardized by the same authority. The Public Procurement Regulatory Authority, for instance, oversees all public procurements in Kenya (PPRA). Ochieng and Muehle (2012) claim that Kenya's public procurement system has transformed from a unregulated, primitive system to a well-organized, legally controlled procurement system. The organizations can succeed in their various activities by using good public procurement procedures. Chong and Ooi (2008) note that supply chain partners will need to form a strategic alliance because procurement procedures are focused on collaborating with suppliers and consumers. For instance, strategic partnerships and supply chain participants are crucial for implementing supply chain standards, such as Rosetta Net standards. The procurement process is fundamentally dependent on sourcing decisions.

Rolfstam (2014) studied public procurement in the UK as a way to promote innovation for a better world through knowledge management and found that quickening technical development, and global competition particularly in internet technologies and information and communication makes competition knowledge-based, thus affects SCM across enterprises (Lang, 2001). Supply managers may be able to handle uncertainty more effectively if knowledge management is given more of a priority in corporate strategy. Organizations that use internal knowledge management systems have been found to have a stronger foundation for the adoption of tacit learning. On the other side, external knowledge management improves communication between participants in the value chain and increases the perceived value of a brand among consumers. In light of the study's findings, a new strategy is required for managing a supply network in an unpredictable environment. Information-sharing methods like vendor-managed

inventory provide manufacturers with access to more precise demand data.

In a study on leveraging knowledge management and strategic sourcing to enhance the acquisition of knowledge-based services in the public sector conducted in the USA, Hawkins, Nissan, and Rendon (2014) noted that strategic sourcing has also been found to have an impact on knowledge creation and sharing among retailers and suppliers in the context of retail category management. The information that retailers and suppliers each possess in their respective fields may be combined to produce new knowledge that can be used to advance business understanding. Improved supplier-retailer ties also increase the likelihood that new products will be accepted (Kaufman, 2002).

2.4 Service Delivery

One of the functions of organizations that enables them to supply services is service delivery. De Ruyter et al. (1997) contend that for the government to effectively offer services, it must be aware of the need of fostering citizen-centered governance. In order to assure the quality of public services and to increase accessibility to such services, good administration is a policy aim that is put into effect consistently through a variety of regulatory and other methods. Additionally, the goal of creating an efficient service delivery system is to provide diagnostic tools that may be used to track, evaluate, and modify the service delivery procedures. In South Africa and Nigeria, service performance and public procurement corruption were studied by Abioro (2021). The study used a comparative research approach and found that corruption and the crisis of effective government had a detrimental impact on public procurement. The study recommended the need for adopting corruption eradication strategies to promote public procurement among governments in Africa. However, the study only focused in governments in Nigeria and South Africa. Basheka (2009) investigated how public procurement corruption affects Uganda's ability to deliver services effectively and found that it has a detrimental effect.

In a research on the growth and reform of the Kenyan public procurement system, Ochieng and Muehle (2012) found that Kenya's public procurement system went from being a primitive, unregulated system to a legally, well-organized procurement system. The Supplies Manual of 1978 initially included the government's procurement system; the Director of Government Supply Services was in charge of ensuring that the terms of the Manual were properly followed (PPOA 2010). All of the aforementioned reform attempts were designed to make the public procurement system better by increasing accountability and transparency with the goal of luring investments and getting value for money by fostering a healthy business climate.

Using the Kenya Urban Roads Authority (KURA) case study, Luka (2016) examined the impact of public procurement processes on the execution of road construction projects and found that good procurement policies encourage service delivery in the field of road building. In addition to having an impact on an organization's operations, the author stated that procurement is a key activity that spans across all of the organization's departments. The Linear Policy Model and the Agency Theory served as the study's guiding principles, and a descriptive research approach was employed to meet the study's goal. A sample size of 56 respondents was chosen from the target population of 128 respondents using a simple random selection procedure. The sample will be made up of committee members, committee chairpersons, procurement managers, and project managers. According to the study, there is a significant positive association between procurement planning and project execution. It was also discovered that procurement planning significantly affects how well road construction projects are implemented. Moreover, it proved that there is a significant link between evaluation and project implementation and contract monitoring.

2.5 Conceptual Framework

In the conceptual framework shown in figure 1 below, service delivery was considered as the

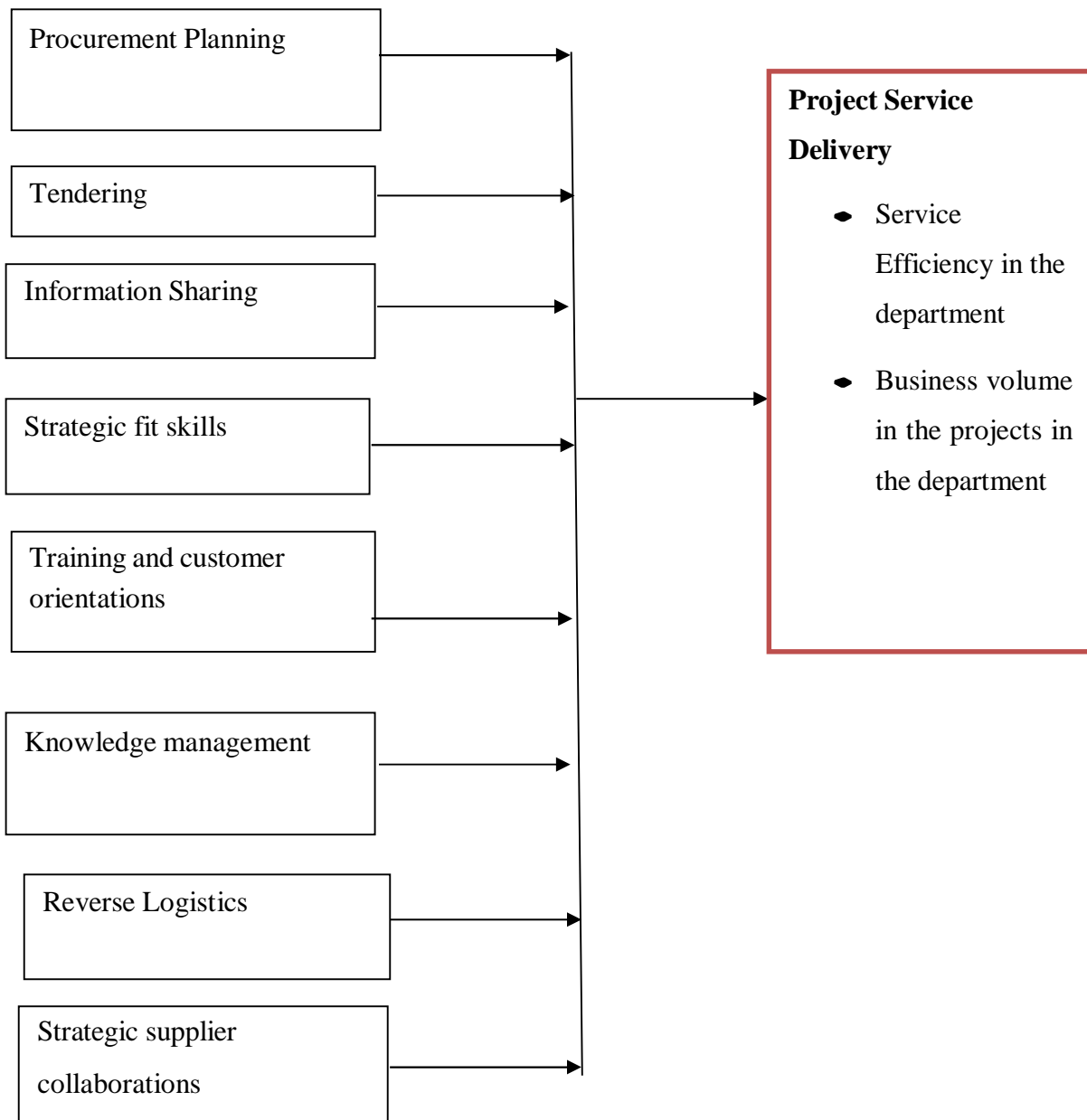
dependent variable while public procurement practices was considered as the independent variable. This means that effective public procurement practices promote the service delivery in organizations.

Predictor Variables

Dependent Variables

Public Procurement Practices

Service Delivery



CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section provides the research design that was employed in this investigation; it also details the data gathering strategy that was employed for this investigation. Furthermore, this part describes the process utilized to analyze the study data.

3.2 Research Design

The County Government of Machakos, served as the case study for this research. It was simpler to ascertain the effects of public procurement practices on service delivery among development projects carried out by the County Government of Machakos, hence making the researcher choose a case study approach (Runeson & Höst, 2009). This approach also allowed the researcher to retain the meaningful and holistic characteristics of the real life experiences of the study topic.

Moreover, it was expected that the use of case study design would allow the researcher to get a detailed analysis of a situation and fully understand the effects of public procurement practices on service delivery among development projects implemented by County Government of Machakos, Kenya. This is because case study method helped provide an in-depth understanding of phenomena under study and it gave the researcher the opportunity to have deeper understanding on how adoption of public procurement practices influence the service delivery of development projects implemented by County Government of Machakos, Kenya. From the design of the case study design, the research would get multiple kinds of information related to the topic of study in a flexible and cost-effective way.

3.3 Choice of Machakos County

One of the most stable counties in eastern Kenya is the Machakos County (Machakos County, 2021). Mwala, Kathiani, Matungulu, Masinga, Yatta, Kangundo, Machakos Town and Mavoko are among the eight constituencies of Machakos. The county's administrative center is Machakos Town. Machakos County has been considered as one of the finest in Kenya for development projects and service performance (Machakos County, 2021). The County is bordered to the northwest by Murang'a and Kirinyaga, to the south by Makueni, to the southwest by Kajiado, to the north by Embu, to the east by Kitui, and to the west by Nairobi and Kiambu counties (Machakos County, 2021). With a population of more than 1 million people, Machakos County presents one of the best case studies in Kenya, in terms of service delivery and project developments. Its unique location near Nairobi provides it with a lot of resources and development activities (Machakos County, 2021).

3.4 Data Collection

The primary data in the current research was collected by the means of an interview and the researcher used face to face interview method. Primary data was gathered from the field, using interview method and the researcher interviewed seven out of ten public procurement managers within County Government of Machakos, Kenya. This was done with the aim of determining the effects of public procurement service and practices delivery among development projects implemented by Machakos County Government, Kenya.

Face-to-face interviews were conducted by the researcher to gather crucial data for the study, and as was anticipated, this approach allowed the study participants to share their opinions on the study's subject. It was also expected that the use of interview method would help to achieve high response rate during the data collection process. This was because face to face interview method would allow the researcher to interact closely with the participants during the actual data

collection process and this was important in identifying the respondents and in ensuring that they provide honest and reliable data associated with the topic of the study which was to determine the effects of public procurement practices and service delivery among development projects implemented by County Government of Machakos, Kenya.

The researcher also gathered the data using secondary methods. The secondary data was obtained from articles, books, newspapers and other online data bases related to the literature on the topic of study. The researcher analyzed the annual data and past reports on the County Government of Machakos, Kenya website and other online data platforms associated with the public procurement service and practices delivery among development projects implemented by Machakos County Government, Kenya.

3.5 Data Analysis

After gathering data utilizing the interview technique, the use of qualitative data analysis was used in this study. content and Descriptive analysis techniques were used to examine the data that had been gathered. According to Mallette, and Saldaña (2019), content analysis is important when analyzing data on various themes underlying the topic of study. In this case, the content analysis helped to provide various themes and subject matter associated with the effects of public procurement practices and service delivery among development projects implemented by County Government of Machakos, Kenya. Responses with common themes or patterns will be grouped together into coherent categories and this helped to determine the effects of public procurement practices and service delivery among development projects implemented by County Government of Machakos, Kenya.

In order to gain a deeper understanding of subject, qualitative research techniques was used to examine a concept (Saunders et al., 2015). The study's use of a qualitative data analysis approach

is crucial for raising awareness of an already-existing idea (Lau, 2007). Since the study adopted use content analysis, it was easier to analyze the data based on different thematic categories and that helped determine objective of the study which was to determine the effects of public procurement practices and service delivery among development projects implemented by County Government of Machakos, Kenya.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The information gathered from the respondents is presented in this chapter along with interpretations and analyses of the data as well as the discussions of the conclusions in light of the study's objectives. This research sought to highlight how the Machakos County administration in Kenya's development initiatives assessed the impact of public procurement methods on service delivery. Before attempting to determine the perceived effects of the public procurement practices on service delivery, the section examines the public procurement procedures available in the county government of Machakos as well as the perceived degree of service delivery within the county government. To improve the validity of the replies collected, this section additionally emphasizes participant-related factors and the responder demographics.

4.2 The Participant Response

Seven managers of the Machakos County government were selected for interviewing. All the managers were contacted and dates for the interviews were set at the convenience of the managers. The prior arrangement with the managers enabled the researcher to successfully interview all the managers who had been sampled thus a participant response rate of 100%. During the interview, the managers were asked questions according to the interview guide and the end of the exercise, they were asked to give their opinions on the topic of question. Since the interviews were done separately, similar questions were posted to enable the researcher to establish consistency.

4.3 Background Information and Demographic Characteristics

To determine the distribution of the respondents and each person's appropriateness for this study, the demographic features of the respondents were sought. The respondent's highest level of education, employment history, gender and age were among the common demographic factors taken into account. The study also noted the present job position, job description and department and the respondents' involvement in procurement practices. It was established that 2 out of the 7 respondents were female and 5 were male. All the respondents were aged above 30 but only one was aged above 40. Out of the 7 respondents, 5 had worked in their departments for more than 5 but less than 10 years; one had worked for 15 years while only one had worked for over 20 years. It was also established that more than 85% of the respondents had at least an Undergraduate degree and the remaining had a Diploma. All the respondents interviewed were involved in procurement practices in their respective departments in the government. These demographics are captured in table 4.1 and 4.2

Table 4.1: Education Level of Respondents

| Level of Education | Frequency | Percentage |
|---------------------------|------------------|-------------------|
| Bachelor's Degree | 6 | 85.7% |
| Diploma | 1 | 14.3% |
| Total | 7 | 100 |

Source: Researcher, (2021).

Table 4.2: Years of Experience Respondents

| Years | Frequency | Percentage |
|--------------|------------------|-------------------|
| 20 | 1 | 14.3 |
| 15 | 1 | 14.3 |
| 9 | 1 | 14.3 |
| 8 | 3 | 42.8 |
| 7 | 1 | 14.3 |
| Total | 7 | 100 |

Source: Researcher, (2021).

The study's goal in terms of employment experience was to determine how long the respondents had worked for Machakos County Government's various divisions. While the majority of respondents had only been employed by the organization for 8 years, two had been there for 15 years or more. None of the respondents had fewer than 7 years of experience working for the company.

4.4 Public Procurement Practices

The objective of this study was to determine the effects of public procurement practices on service delivery among development projects implemented by Machakos County Government, Kenya. The respondents were asked to mention some of the public procurement practices that had been adopted in the projects in their specific departments. The commonly mentioned public procurement practices by the respondents included reverse logistics, tendering practices, knowledge management, training, procurement planning, strategic buyer collaboration, strategic supplier collaboration and training, and customer orientations.

4.4.1 Tendering Practices

The respondents from the Finance department, department of Education, skills training and social welfare, Energy and Electrification, Health and Emergency services, Housing and Urban Development, Public Service, Quality Management and ICT and Tourism, Culture, Youth and Sports all gave a „yes“ answer to the question of whether the County Government of Machakos had adopted effective tendering practices in the projects in their specific departments. This implies that the county government of Machakos had put in place specific codes and procedures to be followed in the tendering practices that would be utilized by all the departments to enhance the efficiency of the processes.

4.4.2 Strategic Supplier Collaboration Practices

The respondents from all the seven department in the county government of Machakos gave a „yes“ answer to the question of whether the County Government of Machakos had adopted strategic supplier collaboration practices in the projects in their department. Some of the strategicsupplier collaboration practices used in the county government include segmentation of suppliers, creating supplier database and formulation of business requirements with the suppliers for a project. One of the managers noted-“strategic collaborations has led to faster delivery of project and smooth operations since we get new ideas from others and share our experiences in different projects delivery”.

4.4.3 Trainings and Customer Orientation Practices

The respondents from all the seven departments in the county government agreed that the county government had adopted trainings and customer orientation practices as public procurement

practices for the projects in all the departments. Specific trainings are issued depending on the project to be handled to increase capacity building thus enhance efficiency of operations. The customer orientation strategies included feedback mechanisms which obtained information from customers regarding the services offered to help in improvement of the services offered. “We value training and development and we work with a number of strategic partners in develop new strategies to promote our project success”-one of the public procurement managers said.

4.4.4 Procurement Planning Practices

The respondents from the Finance department, department of Education, skills training and social welfare, energy and electrification, Health and emergency services, Housing and Urban Development, Public Service, Quality Management and ICT and Tourism, Culture, Youth and Sports all agreed that the County Government of Machakos had adopted procurement planning practices in the projects in all the departments. They noted that each department had a charter of guidelines on best public procurement practices and step-by-step procedures to be followed in the procurement process.

4.4.5 Knowledge Management and Information Sharing Practices

The act of gathering, disseminating, and successfully utilizing knowledge found in information inside a firm is known as knowledge management. It requires using an integrated strategy to manage a company's information assets, which includes identifying information, collecting and recording information, analyzing, retrieving, and accessing such information, as well as sharing information assets including procedures, documents, policies, and databases. KM practices enable organizations to enhance exchange of ideas, experiences, and successes between employees of the organization and also to make information of the organization available for the employees thus easing communication and coordination. When asked whether the County Government of

Machakos had adopted knowledge management practices in the projects, all the respondents from all the departments agreed that the county government had adopted KM practices. According to one of the managers, “knowledge management and information sharing is key issue that guide public procurement in Machakos County”

4.5 Services Delivery

Service delivery refers to the ability of an organization or a person to provide services and outcomes that meets the expectation of the client. Basheka (2009) explains that service delivery is related to customer satisfaction and it is a deliberate obligatory decision by the elected or appointed officials to serve or deliver goods and services to the recipients: it is thus measured by the level of customer satisfaction (Martemyanova, 2018). Therefore, the county government of Machakos is expected to deliver services to its residents to their satisfaction. Service delivery can be measured by use of post-service ratings by customers, follow-up surveys, documentation analysis and customer effort score among other measurements. The level of service delivery in this study was mainly based on the judgment of the interviewed participants who get in touch with the consumers of the services offered and get feedback from the consumers. One of the respondents noted-“our work is to deliver services to the people of Machakos County and we do this through collaborating working systems, we engage different stakeholders and consider suppliers viewpoints in all our public procurement activities and programs. I believe this is what has led to Machakos County having stable performance and effective service delivery”.

4.6 Public Procurement Practices and Service Delivery

The department of finance in the county government of Machakos had adopted public procurement practices which include procurement planning, tendering process and strategic buyer collaboration. The Chief supply chain management officer in the department noted that these practices have enhanced service delivery within the department by ensuring effectiveness and

efficiency which have led to fairness and equitable distribution of resources to other departments. Likewise, the respondent noted that the adoption of the public procurement practices helped improve in service efficiency among the projects carried out by the department of finance. He noted that the practices helped improve the efficiency of operations and enhanced business volume in the projects conducted.

The Head of procurement function in the department of Education, skills training and social welfare also explained that his department used public procurement practices which included reverse logistics, tendering practices, knowledge management, training, procurement planning and strategic supplier collaboration which he explained that had enhanced service delivery in the organization by promoting fairness, equity, accountability and value for money. This has led to high service efficiency, smooth operations and high business volume in projects of the department. He noted-“our services are geared towards knowledge experiences and we engage ineffective tendering activities to avoid problems with legal officers and you know legal issues canderail performance and success within the county”.

The Supply Chain Management Officer in the department of Energy and electrification on the other hand noted that their department utilized effective tendering practices, reverse logistics, knowledge management, training, procurement planning and strategic supplier collaboration as forms of public procurement practices. These practices, according to the respondent helped improve service delivery in the department by promoting transparency, accountability and value for money. The practices also helped the department to enhance service efficiency, operations and increase business volume in its projects.

The Chief Supply Chain Management Officer in the Department of Health and emergency noted that their department used procurement planning, strategic fit skills, reverse logistics, tendering practices, training and customer orientations, and strategic supplier collaboration as the main

public procurement practices. According to the officer, the public procurement practices helped the department to increase its efficiency in service delivery, project management, operations and had led to high business volume in projects. “We support different procurement and supply chain operations and we have developed extensive reserve logistics and customer orientation in line with County Government public policies”

The Head of procurement function in the department of Housing and Urban Development in the county government of Machakos on the other hand noted that their department mainly utilized effective tendering practices, knowledge management, training and customer orientations, procurement planning and strategic supplier collaboration in their procurement practices. The manager asserted that these practices enable their department to be among the leading in service delivery in the county by ensuring effectiveness and efficiency on service delivery as well as fairness and equity during tendering processes thus giving the residents of the county value for money. In addition to enhancing service delivery in the department, the adopted public procurement practices helped the department to always undertake smooth operations which have increased the business volume of the projects. The Head of procurement function noted-“Our work is to ensure that services are delivered within time and without delay and we have achieved this through adoption of modern knowledge technology, working with others and ensuring suppliers are part of our engagements”.

The Chief Supply Chain Management Officer in the department of Public Service, Quality Management and ICT in the County Government of Machakos also outlined effective tendering practices, training and customer orientations, procurement planning and strategic supplier collaboration as the public procurement practices utilized by the department. He alluded that these practices had improved service delivery in the county government by promoting fairness and equity, good contract management, adherence to legal frameworks, and transparency and

accountability. The supply management officer linked his department's success in projects management to these apt procurement practices which increase efficiency in project procurement operations, service delivery and thus increased business volume in such projects.

The Procurement officer in the department of Tourism, Culture, Youth and Sports similarly said that their department had adopted the use of effective tendering practices, reverse logistics, knowledge management, training, procurement planning and strategic supplier collaboration in their procurement procedures. The procurement officer noted that the use of these practices led to improved service delivery because it had promoted transparency, fairness and equity as well as accountability thus ensuring that projects deliver value for money. It also led to high service efficiency, smooth operations and an increased business volume in the department's projects. He noted-“We have a plan to change the procurement scope in the County and we are doing this through active engagement of others and training of our employees and different customers about the importance of work ethics and working together”.

4.7 Discussions on Findings

The study established that all the departments in the Machakos County government; culture, youth and sports had in place public procurement practices which include reverse logistics, effective tendering practices, knowledge management, procurement planning, strategic buyer collaboration, strategic supplier collaboration and training, Education, skills training and social welfare, Energy and electrification, Health and emergency services, Housing and Urban Development, Public service, quality Management and ICT and Tourism, and customer orientations. These methods are in accordance with those suggested by Li et al. (2006), who listed reverse logistics, and knowledge management, degree and quality of information exchange, strategic supplier partnerships, customer orientation, as the primary public procurement methods that lead to effective service delivery in organizations.

All the respondents who included Procurement officers and Supply Chain Management Officers in all the seven departments in the county government of Machakos agreed that the use of the mentioned public procurement practices led to enhanced service delivery by the county government. They also agreed that the adopted public procurement practices led to increased service efficiency, smooth operations and an increased business volume in the projects done by all the departments. The result concurs with Ochieng and Muehle (2012), who stated that the Public Procurement System in Kenya has developed from a primitive system with no laws to an ordered legally procurement system leading to successful public procurement practices that have helped firms achieve success in various activities.

The respondents suggested other forms of public procurement practices such as public participation, timely delivery, introduction of e - procurement and good contract management to be adopted to enhance efficiency in service delivery among projects. However, the studies onform to the findings by Ochieng and Muehle (2012) who noted that the development Kenyan public procurement system is guided by public procurement policies and this require public participations and the use of contract management systems.

Contrary to the findings by Ogai (2014), the study noted that public procurement requires online tending to avoid issues associated with corruption. According to Ogai (2014), public procurement success depends on supplier collaboration and active non online participation among stakeholders. These results were totally different from the current study findings. However, the study confirmed the results by Rolfstam (2014) who conducted a study on the public procurement and how it can be used to promote innovation practices and found that knowledge management and adoption of modern technology is the best practices towards promotion of as public procurement success and competitive edge.

CHAPTER FIVE: SUMMARY, CONCLUSION ANDRECOMMENDATIONS

5.1 Introduction

A description of the study results, inferences made from the results, and a discussion of the study are all included in this chapter. The study suggestions are also provided in this chapter. The conclusions and recommendations of this study have been drawn from the research objectives and particularly based on the collected and analyzed data. Through these recommendations, the study was provided with proper suggestions for further research of this kind.

5.2 Summary

This study's objective was to ascertain how public procurement processes affected service delivery for development projects carried out by the Machakos County Government in Kenya. The study used primary data collected from interviews particularly involving face to face interviews where 10 public procurement managers were interviewed by the researcher. Through these interviews, the County Government of Machakos discovered the following implications of public procurement processes on service delivery for development projects;

The study data collected revealed that public procurement practices have had a positive impact on the road construction projects that have been implemented by the County Government of Machakos over the last few years of devolution. Effective service delivery in construction of urban roads in Machakos county has been ensured by adoption of public procurement practices.

Thus, there is a very strong relationship between project implementation and procurement planning as far as road construction in Machakos county is concerned. From the data, it was also revealed that public procurement practices influence and helps the county government of Machakos to monitor and evaluate the development projects in progress.

Secondly, the primary data collected from the respondents revealed that public procurement help to allow easy access of the county services and promotes collaboration between buyers and suppliers of the required materials by the county in order for effective project implementation. In addition, public procurement practices in the county government of Machakos have led to improved service delivery and high performance of the county in terms of project implementation and accomplishment. This is because there is transparency in allocation of county funds and through this there is a resulting effective performance and reduced corruption in allocation of tenders, contracts, as well as the county's development funds.

5.3 Conclusion

From the study findings and analysis of these findings based on both primary and secondary data collected, it was concluded that public procurement practices are important in execution of Machakos County Government's projects successfully. Through adoption of public procurement practices, the County Government of Machakos is able to allocate contracts easily to suppliers, contractors, and manage the County's funds appropriately. The end result of adopting these public procurement practices in the county government is successful execution of the county projects like road building, renovation and building of public service institutions.

Moreover, procurement practices play a very vital role in making the plans of Machakos County's administration come true. This is because the procurement managers take lead in planning the development projects, execution and assessment of these projects. Therefore, through public procurement practices, Machakos county is able to identify any areas that have been underperformed in terms of development and this makes it possible for the county administration to plan for alternatives to improve performance in its development projects.

The study also concluded that public procurement practices like reverse logistics, tendering practices, knowledge management, training, procurement planning and strategic supplier collaboration were all

helpful in enhancement of service delivery in Machakos County. This was possible through the promotion of fairness, equity, value for money and accountability in the development activities of the county

5.4 Recommendations for the Study

The study findings revealed that the high performance of Machakos County has been ensured by the adoption of public procurement practices. Thus, it is important for all other counties and organizations dealing with different kinds of development projects to adopt public procurement practices like open tender, design competition, direct procurement, request for quotations in planning and implementation of development projects.

The study also recommends that companies in Kenya adopt these public procurement practices in order to succeed in their business and development projects. Moreover, through these practices, they will be able to effectively plan their activities and assess the progress of their projects for future improvement. Accountability, value for money and equity in organizations' activities will foster a high quality performance in county governments in years to come if these public procurement practices are adopted and well utilized by the managers and leaders of these counties as revealed in the findings of the study.

5.5 Limitations of the Study

The limitation of this study is that the scope, context and methodological approaches adopted were limited. For instance, the study used interviews as the only primary method of data collection from the respondents and this would lead to bias. Moreover, the interviews were too expensive and time consuming right from planning to the actual implementation.

Another limitation of this study was the fact that some of the respondents interviewed were not

willing to share data from their departments. It was thus difficult to collect information regarding the effects that public procurement practices have had on Machakos county government. Some thought that this data would be exposed to third parties until the researcher informed them of the privacy and confidentiality to be ensured on the collected data from their departments.

5.6 Suggestions for Further Research

The study was too general on the public procurement practices and thus it is suggested that future studies on the same issue be specific to a particular type of procurement practice and how it affects Machakos County development projects. There is need for a further research study on this issue to identify the areas that need to be improved in terms of procurement practices for better performance of the County projects.

In addition, future studies should use various primary data collection methods and not interviews alone and this is important for acquisition of a wide range of findings and avoidance of bias in the study outcomes. Utilization of a cross-sectional research design in future studies will be able to foster easier and better analysis of the findings.

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APPENDICES

Appendix I: Interview Guide

The objective of this study is to determine the effects of public procurement practices on service delivery among development projects implemented by County Government of Machakos, Kenya.

1. What is your Age?
2. What is the highest level of education you have attained?
3. How Long have you been working with the County Government of Machakos, Kenya?
4. What is your Position in the Company?
5. In which department are you working within the County Government of Machakos, Kenya?
6. What are some of public procurement practices that have been adopted in the projects in your department?
7. Has the County Government of Machakos adopted effective tendering practices in the projects in your department?
8. Has the County Government of Machakos adopted reverse logistics practices in the projects in your department?
9. Has the County Government of Machakos adopted knowledge management practices in the projects in your department?

10. Has the County Government of Machakos adopted strategic supplier collaboration practices in the projects in your department?

11. Has the County Government of Machakos adopted trainings and customer orientation practices in the projects in your department?
12. Has the County Government of Machakos adopted information sharing practices in the projects in your department?
13. In your view, how has the adoption of public procurement practices improved the service delivery in your County?
14. Has the adoption of public procurement practices led to high service efficiency in the projects in your department?
15. Has the adoption of public procurement practices led to smooth operations in the projects in your department?
16. Has the adoption of public procurement practices led to high business volume in the projects in your department?
17. What are some of the various public procurement practices that the County can adopt to promote service delivery among development projects implemented in your department?

THANK YOU FOR YOUR TIME