

**INFLUENCE OF PUBLIC PROCUREMENT PRACTICES ON ROAD CONSTRUCTION
PROJECTS IMPLEMENTATION; A CASE OF KENYA URBAN ROADS AUTHORITY
(KURA) MACHAKOS COUNTY, KENYA**

By

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DECLARATION

I hereby declare that this project is my original work and has not been presented for a degree at any other university. Except where due acknowledgement has been made in the text.

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This Project was submitted for examination with my approval as the candidate's University Supervisor.

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DEDICATION

This Project is dedicated to my lovely husband James Mulu, children Charrin Wendo, Charnley Mulu, Chaziel Mumo, my Mother Mrs Paskalia Nyaboke, my brothers and sisters. I will forever cherish you for your endurance.

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Thanks to the Almighty God for his guidance and providence, The Lord has been faithful in granting me the wisdom, knowledge, strength, grace, good health and the courage needed throughout the period of study.

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ABBREVIATIONS AND ACRONYMS

KURA	Kenya Urban Roads Authority
PPOA	Public Procurement Oversight Authority
KPIs	Key Performance Indicators
PPDA	Public Procurement and Disposal of Public Assets Authority
PP	Public Procurement
PPDR	Public Procurement and Disposal Regulation
PFM	Public Sector Financial Management

ABSTRACT

Procurement is a core activity that has implications on the operations of an organization together with being an activity which cuts across all the departments in the organization. The study investigated the influence of public procurement practices on road construction projects implementation; case of Kenya Urban Roads Authority (KURA) Machakos County, Kenya, to determine the influence of procurement planning on road construction project implementation, to establish the influence of contract monitoring and evaluation on road construction project implementation, to assess the influence of procurement negotiation on road construction project implementation and to establish the influence of procurement method on road construction project implementation. The study was guided by Agency Theory and Linear Policy Model. To achieve the objective of the study, a descriptive research design was used. The target population included 128 respondents from which a sample size of 56 was selected by use of simple random sampling method the sample size will comprise of; project managers, procurement managers, committee chairpersons and committee members. Purposive sampling procedure was used to select the project managers, procurement managers and committee chairpersons to participate in the study. The study used primary data which was collected by a semi-structured questionnaire. Data was analyzed using descriptive statistics and correlation analysis. The study revealed a strong positive correlation between Project implementation and Procurement Planning and procurement planning was found to influence road construction project implementation to a great extent. It further established a strong positive correlation between Project implementation and Contract Monitoring and Evaluation. Procurement negotiation was also found to influence road construction project implementation in Machakos County to a great extent. Finally a strong positive correlation between Project implementation and Choice of Procurement Procedure was established. The study recommends Government of Kenya put in place procurement policies that ensure that clients get satisfied with the way projects are implemented and that projects take the scheduled time to get completed since it was noted that there are many variations to the project contract leading to high cost of the project. It also recommends the Government to ensure that e-procurement is embraced in its ministries and public sector to ensure open and fair procurement process. The study suggested further research to be done on the factor that facilitates effectiveness of procurement services within public organization. The study also suggested that further study to be done on the strategies adopted to ensure effectiveness of procurement services so as to give uniform and reliable result.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Procurement is a core activity that has implications on the operations of an organization together with being an activity which cuts across all the departments in the organization. In Europe, every year, over 250 000 public authorities in the EU spend around 14% of GDP on the purchase of services, works and supplies. In many sectors such as energy, transport, waste management, social protection and the provision of health or education services, public authorities are the principal buyers (Lysons & Farrington, 2010). Public procurement refers to the process by which public authorities, such as government departments or local authorities, purchase work, goods or services from companies (Gadde, 2009). To create a level playing field for all businesses across Europe, EU law sets out minimum harmonized public procurement rules. These rules organize the way public authorities and certain public utility operators purchase goods, works and services.

In Africa, many public sector organizations view efficient procurement practices as an add-on or an approach that costs more. Sustainable solutions can often cost less over the whole life of the purchase. Lysons and Farrington (2010) noted that some key benefits include: value for money, protection and enhancement of the environment, more efficient use of resources, greater social inclusion, air and ethical trade, support for innovation, better risk management, lower whole-life costs improved supplier relationships, a diverse and flexible supply chain and a competitive edge. Efficient procurement policies and practices are critical for good public financial management and effective budget implementation (Meredith & Mantel, 2012). In many African countries, public procurement accounts for a substantial part of fiscal expenditures, making sound procurement methods central not only for sound public financial management but also for inclusive growth

Poor planning has been a major constraint in successful implementation of public projects in India culminating in projects becoming uneconomical as a result of time and cost over-runs (Chandra, 2008). The end result has been retarded economic development. This view is supported by Oladipo (2008), who evaluated local government projects in Nigeria where he identified key project impediments as poor project planning, inadequate quality manpower, inadequate finance and poor project monitoring.

Transaction cost theory, explains the procurement procedures and controls managed by laws and regulations consisting of specified activities. The transactions costs or the cost of procurement procedures and controls consist of ex ante, continuous and ex post costs. Transactions costs on public procurement can be approximated by costs of public procurement procedures and controls of public procurement. These costs can be defined as administrative costs connected with the procurement procedures and controls. Soudry(2010), notes that agency theory explains the relationship of one party, the agent and is required to perform some services on behalf of another party, the principal, who involves the delegation of some discretion and decision making authority. The theory creates a relationship in public procurement.

In Kenya, the Public Procurement Oversight Authority (PPOA) is the body charged with ensuring that procurement procedures established under the Public Procurement and Disposal Act 2005 are complied with. The body also monitors the procurement system and reports on its overall functionality. Other functions of the body include initiating public procurement policy, as well as assisting in the implementation and operation of the public procurement system by: preparing and distributing manuals and standard tender documents, providing advice and assistance to procuring entities, as well as developing, promoting and supporting training and professional development of staff involved in procurement (Oladipo, 2008).

1.1.1 Public Procurement Practices

Procurement is the process of acquiring goods, works and services. Public Procurement (PP) as a function of government includes decisions about the services that will be delivered to local authorities and the communities they serve (Meredith & Mantel, 2012). It is utilized not only to secure goods and services required by public sector organizations for their missions and to support services provided to taxpayers, but it is also used to implement national policies and to achieve social and other objectives. Many national and international instruments have been concerned with building an effective procurement system. In this context, particular procurement issues, such as the implementation of secondary policies, the review mechanism to address complaints, provisions on electronic procurement or rules governing privately financed projects, have received an in-depth examination.

The various procurement practices include planning which entails defining the activities, scheduling and sequencing, planning the requisite manpower and staff required in sufficient

quantities and quality, planning the money that should be spent in a time-phased manner and finally planning the information system necessary for effective communication to enhance project monitoring and control. Contract monitoring and control which is required to report any significant departures from the terms and conditions of the contract to the head of the procuring entity and to coordinate internal monitoring and evaluation of the supply chain function in respect of the projects being undertaken. Procurement negotiation is the mutual perception that leads to the onset of negotiations and betrays the dependence that exists (to whatever degree) between negotiating parties (Gadde, 2009). The choice of a procurement method is usually dictated by various factors, chief among them being the estimated cost or value of the procurement under consideration, whether the procurement is for an emergency need, or the number of potential suppliers in the market.

1.1.2 Project Implementation

Successful project implementation is about converting a strategic plan into action and doing what needs to be done to achieve the targeted strategic goals and objectives. According to Brown and Hyer (2010), effective project implementation or success can be measured on the basis of time, cost and quality (performance), commonly known as the triple constraint. These three factors represent the Key Performance Indicators (KPIs). To establish whether a project has been effectively implemented, or better still, if the project has been successful, one has to go back to the initial project goals of time, cost and quality (performance) and be able to measure the extent of their individual achievement. This model is premised on the principle of interdependency, whereby each constraint affects the others. For example, if a project requires more time, the cost is likely to rise (Lysons & Farrington, 2010). Likewise, a higher performance may lead to increased project cost.

Effective implementation of procurement practices is determined by the level of compliance with procurement regulations, minimization of procurement expenditure, transparency and accountability of procurement funds and quality of procured goods and services (Gadde, 2009). Effective implementation of procurement practices entails implementation of strategies to be followed when making organization purchasing decisions. These include building supplier relationships, team-based approaches to procurement and proper use of technology or e-

procurement. Effective implementation of procurement practices significantly improves the effectiveness of purchasing decisions (Sobczak, 2008).

1.1.3 Kenya Urban Roads Authority (KURA)

The Ministry of Roads in Kenya has the overall responsibility for the provision of an efficient road network in Kenya. The Kenya Urban Roads Authority (KURA) is a statutory body established by the Kenya Roads Act, 2007. The Act also established other Road Authorities (RAs) and provided for their powers and functions as stipulated within the Act

Kenya Urban Roads Authority (KURA) is responsible for the management, development, rehabilitation and maintenance of all public roads in cities and municipalities except where these roads are categorized as national roads totaling approximately 12,549 km of roads in urban areas and municipalities in Kenya. The vision of KURA is to be “global leader in the provision and management of urban roads network” while its mission is to “professionally provide quality, safe and adequate urban roads network that satisfies stakeholders needs” (Ministry of Roads, 2013).

In the execution of its mandate through its strategic plan 2008-2012, KURA has been successful and this can be proved from the state of improved roads in cities and municipalities in the country. This has been attributed by successful implementation of strategies. KURA is still facing challenges in implementation of its strategic plan that include political and global. To build on the KURA legislative mandate, the Authority has a strategic plan (2013-2017) which was developed to ensure that resources are well deployed and to address attendant challenges. KURA ensures that its strategic planning processes are in line with Government’s Strategic and Annual Planning framework, which emphasizes on the outcomes oriented monitoring and evaluation methodology (William, 2014).

1.2 Statement of the Problem

Public procurement refers to the overall process by which public entities seek for and acquire goods, works and/or services from the various sources where these are available. This process covers all the activities undertaken from the period when the user expresses the need for a given item to the point when the specific item is received and all accompanying transactions completed (Farmer & Weele, 2011). It is a process that has not always ensured efficient utilization of the

available resources and project implementation so as to achieve the objective of value for money in many public sector projects.

Infrastructure in Kenya is being identified as necessity in improving the living conditions of both farming and pastoralists' communities, it is also necessary for improving security and to contribute significantly to the reduction of cost of doing business. Kenya Urban Roads Authority has been faced by challenges of public procurement regulations emanating from fiscal changes brought by the new constitution, encroachment on road reserves, inadequate funding of the road works, climate change, inadequate internal and external capacities to undertake the road works among others (Ministry of Roads,2013). The challenge of public procurement hinders the project implementation of Kenya Urban Roads Authority.

A study on the procurement practices affecting implementation of projects by international Non-Governmental Organizations in Kenya, the study found that some organizations lack documented policies on how to carry out procurement planning, vendor selection, contract monitoring and control, as well as procurement negotiations (Wanjau & Omwenga, 2015). On the other hand, a study on the effect of public procurement practices on Public Sector Financial Management in Kenya, found that procurement planning, and commitment control, procurement documentation and procurement audit are very important aspects in PFM in Kenya (Sindani 2014). Similarly, the factors influencing procurement practices in public secondary schools in Mathioya were investigated, and the study found that the public secondary schools in Mathioya district have to a reasonable extent complied with the Ministry of Education policies regarding procurement (Wachira, 2013).

On the procurement practices affecting effective public projects implementation in Kenya in Kenya Civil Aviation Authority, Wafula (2014), found that procurement planning was most important and the explanations provided on the value of procurement planning, it is important to prioritize procurement planning for successful project implementation. Studies have been done on the concept of procurement practices and project implementation both locally and internationally, but little had been done on the influence of public procurement practices on project implementation, case of roads projects at Kenya Urban Roads Authority (KURA) Machakos County, Kenya: Therefore the study sought to answer the question: What is the

influence of public procurement practices on project implementation of Roads Projects at Kenya Urban Roads Authority (KURA) Machakos County, Kenya?

1.3 Purpose of the Study

The purpose of this study was to establish the influence of public procurement practices on project implementation of Roads Projects at Kenya Urban Roads Authority (KURA) Machakos County, Kenya

1.4 Research Objectives

The study was guided by the following objectives;

- i. To determine the influence of procurement planning on road construction project implementation
- ii. To establish the influence of contract monitoring and evaluation on road construction project implementation
- iii. To assess the influence of procurement negotiation on road construction project implementation
- iv. To establish the influence of choice of procurement procedure on road construction project implementation

1.5 Research Questions

The study sought to answer the following research questions: -

- i. How does procurement planning influence road construction project implementation?
- ii. To what extent does contract monitor and evaluation influence road construction project implementation?
- iii. In what ways does procurement negotiation influence road construction project implementation?
- iv. To what extent does procurement method influence road construction project implementation?

1.6 Significance of the Study

The study findings are beneficial to the Public Procurement and Oversight Authority (PPOA) in understanding the challenges in implementation of public projects. The PPOA and the Ministry

of roads and public works also understand how procurement system affects project implementation and what improvements are needed to achieve greater success. Every year huge sums of money are returned to the Treasury by public entities for their inability to spend. It has been argued that this is due to the lengthy procurement procedures. The PPOA and the Ministry of Finance may need to use the findings to review the current Procurement and Finance Regulations to enhance project implementation.

To the policy makers, the findings is used in making government policies such as fiscal and monetary policy governing public procurement. A streamlined procurement system will therefore, greatly minimize the amount of money lost through public procurement. This will give the government the opportunity to invest the amount saved in other needy areas such as health, education, and improve the quality of life of Kenyans, a venture that has the potential of greatly improving productivity and service delivery by public entities (Public Procurement Oversight Authority, 2010).

To the academician's procurement practitioners and scholars finds the study useful in accelerating success in public projects implementation. It is also hoped that the research findings is an eye opener to stimulate more research in the area of procurement practices and public projects.

1.7 Delimitations of the Study

This study targeted Kenya Urban Roads Authority projects in Machakos County, Kenya that are influenced by public procurement practices. This ensured that the research population was identified faster, more easily and accurately.

1.8 Limitations of the Study

This study comprised of road projects implemented by Kenya Urban Roads Authority in Machakos County, Kenya. This makes the research limited in the sense that the findings cannot be generalized to other projects in Kenya.

The researcher was to be patient and explain to the management the importance of the study. Sourcing for funds may present another challenging task especially considering the nature of the research work.

1.9 Assumptions of the Study

The study was based on the assumption that all respondents were honest, cooperative and provide reliable responses. The researcher assumed that the sample population was a representative of the general population.

1.10 Definition of Significant Terms

Procurement Planning – in this study it is the process of deciding what to buy, when and from what source. During the procurement planning process, the procurement method is assigned and the expectations for fulfillment of procurement requirements determined; indicators are; scheduling, sequencing and activities definition

Contract monitoring – in this study it is a regular process of evaluating agency performance based on measurable service deliverables and verifying agency compliance with the terms and conditions in the contract. Indicators are; schedule, budget and performance

Procurement procedure- in this study it is the method a company uses to acquire goods and services. Indicators are restricted tendering, direct procurement, request for proposal, request for quotations and open tendering

Procurement Negotiation - in this study is a process of communication with the objective of reaching an agreement on the procurement terms and conditions, indicators are pricing and terms of contract, contract management and environmental fluctuations.

1.11 Organization of the Study

The study is organized in five chapters; chapter one which covers background of the study, statement of the problem, research objectives, purpose of the study significance of the study, assumptions of the study and definition of significant terms chapter two literature review which covers public procurement practices, theoretical framework, conceptual framework, and summary of literature review and research gaps, chapter three is organized into research design, population of the study, sampling procedures, data collection methods, research procedures, method of data analysis and ethical considerations chapter four presents data analysis, presentation and interpretation and chapter five, summary of findings, conclusion and recommendations

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter covers other researcher work on the influence of public procurement practices. The main sections covered in this chapter include; public procurement practices, theoretical framework, conceptual framework, and summary of literature review and research gaps.

2.2 The concept of Project Management and Public Procurement Practices

Projects are part and parcel of the normal operations of public sector organizations. The projects that are funded by public funds aim at achieving certain organizational objectives set by public sector organizations to facilitate fulfilment of their mission. The concept of Project Management

A project is a complex, non-routine, one time effort limited by time, budget, resources, and performance specifications designed to meet customer needs (Gray and Larson, 2003). The salient features of a project include the following: goal oriented, involves coordinated undertaking of interrelated activities, they are of finite duration, with beginnings and ends, and they are all unique (Frame, 2003).

Lock (1989), defines a project as a collection of linked activities that are carried out in an organized manner and that has a clearly defined beginning and ending purposed to achieve some specific results desired to satisfy a clearly defined objective. The main features of a project include a clear scope and clear objectives. A project is also an ad hoc organizational arrangement with a clear start and completion schedule. A project can also entail one or several tasks, it can involve a few or many people, it can span one or several functions, and it can cover a short period or many years and vary in cost (Stager, 2002). All these depend on the expected technical challenges concerning the project.

Project management is the planning, organizing, directing, and controlling of company resources a relatively short term objective that has been established to complete specific goals and objectives. It uses the systems approach to management by having the functional personnel (the

vertical hierarchy) assigned to a specific project (the horizontal hierarchy) Kerzner, 2000). It embraces the concept of Total Quality Management i.e. ensuring that the end result met the quality expectations of the customer.

The basic purpose of initiating a project is to accomplish some specified goals. The reason for organizing the task as a project is to focus the responsibility and the authority for the attainment of the goals on an individual or a small group. The main purpose of project management is to meet performance standards, time and cost (Meredith and Mantel, 1989).

The projects implementation is influenced by various public procurement practices including Procurement Planning, Contract Monitoring and Control, Procurement Negotiation and Choice of Procurement Procedure.

2.2.1 Procurement Planning and Project Implementation

Procurement planning plays a major role in successful project implementation, Frese (2013), contends that procurement 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 initial planning is not enough. Projects often take wrong turns, or initial solutions prove unfounded thereby necessitating re-planning and going back to the drawing board. A procurement plan may thus be subjected to review from time to time as and when necessary.

Frese (2013), emphasizes that planning requires an interactive process that requires agile re-thinking as the known environment shifts. According to Brown and Hyer (2010), planning also encompasses the aspects of forecasting techniques to help in the process of predicting costs and cash flows (financial disbursements). The other critical element of procurement project planning is deciding on the organization structure and the way it relates to project implementation. The structure will normally be affected by the strategic choices in relation to competitive advantage and the competitive scope which affects project implementation. Aspects of functional specialization and the balance between centralization and decentralization of procurement activities need to be reflected in decisions to improve project implementation. Attention may also be on the development of coordinating mechanisms such as matrix structures, multifunctional teams and committees. In some cases, procurement project teams or task forces may be formed for specific projects to improve project implementation.

Chandra (2008), noted that within the context of public procurement, 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 (Malala, 2011). Of major significance is the requirement for the procurement plan to implement projects and 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 multi-year 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.

2.2.2 Contract Monitoring and Evaluation and Project Implementation

Contract monitoring and evaluation system is the structure, policies, and procedures used to ensure that the objectives of a contract are accomplished and vendors meet their responsibilities and implement project. According to Regulation 8 of the Public Procurement and Disposal Regulations 2006, the procurement unit is charged with the responsibility to monitor contract management by user departments to ensure implementation of projects contracts in accordance with the terms and conditions of the contracts (Wafula, 2014). The unit is also required to report any significant departures from the terms and conditions of the contract to the head of the procuring entity and to coordinate internal monitoring and evaluation of the supply chain function in respect of the projects being implemented.

Contract evaluation is critical to implementation success in so far as it compels regular comparison of performance against targets, a search for the causes of deviation, a commitment to check adverse variances. Monitoring triggers off an effort to search for solutions to the identified threats to the project success. Chandra (2008), has identified one significant factor, among others, that undermines effective project monitoring and evaluation which tends to ultimately impact on the level of implementation success. The key factor is project characteristics which encompass the project's large size, complex undertakings involving many organizations and people rendering it difficult to keep track of physical performance and expenditure on hundreds or even thousands of activities relating to the project. This also poses the challenge of coordination and

communication difficulties where several organizations and people are involved in the same project.

The key things to be planned, monitored and evaluated are time (schedule), cost (budget) and scope (performance) to ensure project implementation. The prescribed public sector procurement plan format as already discussed above exhibits the first two as very prominent features. It is useful to perceive the control process as a closed-loop system, with revised plans and schedules following corrective actions. This helps in project implementation in organization. The planning-monitoring-controlling cycle is continuously in process until the project is implemented and completed (Meredith & Mantel, 2012). Monitoring tracks system from a simple checklist to sophisticated dashboard style approaches, for identifying variances from the original plan which helps in project implementation. They advance the argument that as part of the planning process, a project team should agree on the appropriate approach for monitoring key performance indicators (KPIs) during the life of the project.

2.2.3 Procurement Negotiation and Project Implementation

During the negotiating process, parties should think carefully about the kind of commitments they should be prepared to make. One way to build trust is to create a commitment structure that can be implemented in stages. Parties may be more willing to make a deal with an opponent when there is an opportunity to demonstrate that each side is honoring their commitments along the way (Farmer & Weele 2011). The key to negotiating a beneficial outcome is the negotiators' ability to consider all the elements of the situation carefully and to identify and think through the options.

While formal definitions of negotiation vary, theorists do accept certain basic tenets. Foremost among them are the assumptions that parties who negotiate agree in at least one fundamental respect; they share a belief that their respective purposes are better served by entering into negotiation with the other party. This is the mutual perception that leads to the onset of negotiations and betrays the dependence that exists (to whatever degree) between negotiating parties (Farmer & Weele 2011). This common interest in a shared agreement is the starting point for the common interest and mutual dependence that can exist between participants in a conflict with which, negotiation is concerned. Major public policies are the outcome of a complex round of negotiation between interests, choices between values and competition between resources.

There are no single best options for any player in this game, for the best outcome depends on what others do and what deals are possible (Gadde, 2009).

2.2.4 Method of Procurement and Project Implementation

The method of procurement influences project implementation. The Procurement method determines the choice of delivery method which determines the rate of project implementation. Alternative procurement procedures provided include: restricted tendering, direct procurement, and request for proposals, request for quotations, procedure for low-value procurements and specially permitted procedure. The choice of a procurement method is usually dictated by various factors, chief among them being the estimated cost or value of the procurement under consideration, whether the procurement is for an emergency need, or the number of potential suppliers in the market. In emergency procurement project implementation is faster than other procurement procedure (Gadde, 2009). It is noteworthy that the use of an alternative procurement procedure can only be adopted if a written approval of the tender committee of the procuring entity is obtained and the procuring entity records in writing the reasons for using the alternative procurement procedure.

A procuring entity contributes significantly to successful project implementation, choice of procurement procedure is the single most critical factor that should be put in focus while executing projects. The choice of procurement procedure has a significant bearing on timely completion of projects. A procuring entity that conducts procurement using the open tender method allows for a minimum period of time of 30 days between advertising and deadline for submission of international tenders, whereas the minimum period for national open tender is 21 days. Upon receipt of the tenders, the tenders are subjected to a three stage evaluation process, thus preliminary evaluation, technical evaluation and financial evaluation (Lysons & Farrington, 2010). The evaluation report consists of, among other things, a summary of all tenders received and opened, results of the preliminary evaluation, results of the technical evaluation, reasons why any tenders were rejected, ranking of the tenders each according to its total evaluated price, the results of any confirmation of qualification conducted and a recommendation to award the contract to the lowest evaluated tender or any other recommendation as may be necessary.

This is the period of hectic activity for the project. It is during this phase that people can begin to see the project. Equipment installation, trial run and commissioning take place at this phase. The

bulk of the project activity is done at this phase (80-85%). All the techniques of project management are applied to this phase essentially. This phase, being more or less, the whole project, all attempts are made to fast track and control the various activities. The requirements of the implementation phase have given birth to what is considered as modern project management, Westland (2006).

The implementation phase, because of its peculiarities, has high need for coordination and control. Time lost in the earlier phases of the Project Life Cycle is normally made up in the implementation phase only. Such being the case, meticulous coordination and high pressure management and control is required during this phase PMBOK (2008).

Cost time and budget estimates are the lifeline for control; they serve as the standards for comparison of the actual and plan throughout the life of the project. Getting accurate time estimates is important for project schedule and cost (Gray and Larson, 2003). The time and cost estimates derived via bottom up approach provides a complete plan to be presented to the customers and provides an opportunity to compare such estimates with any imposed restrictions. The resulting estimates are then compared with different levels of resources and a low cost estimate achieved.

Estimating time and costs for each work package facilitates the development of project network and time phased budget which are needed to control schedule and cost as the project implemented (Gray and Larson, 2003). The cost control system should be established and costs are allocated to the appropriate project codes. The concept of cost control ensures that costs are incurred in the genuine pursuit of project objectives. All the payments to the Contractor should be authorized.

The purpose of cost control is to eliminate cost overruns and ensure that there is no unwarranted increase in the approved budget allocated to perform a particular task. Feedback mechanism should be in place and cost control issues are acted upon as soon as possible before they span out of control. The numerous design changes and rework contributes to be the cost overruns. Financial data should be collected evaluated, and reported in appropriate ways to control costs. A routine project evaluation is necessary to uncover issues related to cost control (Richmann, 2002). According to Chandra (2007), time is a quantity measure of performance. It is an analysis of whether the critical path is early, on schedule, or late; whether the slack of near critical paths is decreasing to cause new critical activities. Earned value (budgeted cost of work performed) is necessary to provide a realistic estimate of performance against a phases budget. Time plans

seldom materialize as expected, thus it becomes imperative to measure deviations from the plan to prompt proactive measures to be taken to bring the project back in line with original or revised plan.

Progress reporting brings to light any negative variances and enables the necessary corrective measures. Gant charts are the typical tools for communication project schedules status. It serves as a means of tracking and trending schedule performance. Adding actual and revised time estimates to the Gantt chart gives a quick overview of the project status. A combination of baseline Gant chart and tracking Gantt shows the planned and actual start and finish times of an activity. This enables monitoring of performance towards completion Kerzener, (2001).

Design changes and rework contributes to delay. Time control procedures should be reviewed regularly. Schedule data should be collected, evaluated, and reported in appropriated ways. Delays will impact negatively on both cost and project scope. With delay it may be necessary to adopt a different approach to complete the project, modifying the project objectives, increasing the personnel , scheduling shift work or running some activities in parallel Richmann, (2002).

Time schedule slippage may be the results of unreliable time estimates, minor changes in design, scope creep or unavailable resources. Early detection reduces the chance of small delays growing large ones and helps the project to stay on schedule. Actual time performance is checked against the project network schedule Gray and Larson, (2008).

2.3 Theoretical Framework

This section examines the various theories used to inform the study on the influence of public procurement practices. The study is guided by the following theories; Agency Theory and Linear Policy Model

2.3.1 Agency Theory

The theory was developed by Jensen's and Meckling (1970). Agency theory is concerned with agency relationships. The two parties have an agency relationship when they cooperate and engage in an association wherein one party (the principal) delegates decisions and/or work to another (an agent) to act on its behalf (Eisenhardt, 2009). The important assumptions underlying agency theory is that; potential goal conflicts exist between principals and agents; each party acts

in its own self-interest; information asymmetry frequently exists between principals and agents; agents are more risk averse than the principal; and efficiency is the effectiveness criterion.

Two potential problems stemming from these assumptions may arise in agency relationships: an agency problem and a risk-sharing problem (Xingxing 2012). An agency problem appears when agents' goals differ from the principals' and it is difficult or expensive to verify whether agents have appropriately performed the delegated work (i.e. moral hazard). This problem also arises when it is difficult or expensive to verify that agents have the expertise to perform the delegated work (i.e. Adverse selection) that they claim to have. A risk-sharing problem arises when principals and agents have different attitudes towards risk that cause disagreements about actions to be taken (Xingxing, 2012).

The assumptions and prescriptions of agency theory fit naturally with the issues inherent in supply chain quality management. In the process of managing supplier quality, buyers in agency relations are faced with potential problems. By their nature, buyers expect suppliers to provide good quality and to improve the quality of supplied products and/or services, but suppliers may be reluctant to invest substantially in quality, especially if they perceive that buyers are reaping all the benefits. The difference between buyers and suppliers will result in the two parties concerning themselves only with their self-interests (Xingxing, 2012).

The theory is relevant to the study because agency theory determines how procurement managers execute procurement practices on behalf of tertiary public training institutions. Existence of poor principle agent relationship leads to low level of top management commitment and this also affects the relationship between institutions and the suppliers. Existence of conflict of interest amongst the agents leads to execution of procurement practices against the procurement policies and this leads to increased procurement budget and loss of procurement funds (Brown & Hyer, 2010).

2.3.2 Linear Policy Model

This model was developed by Grindle and Thomas (2000), also known as rational model and is the most widely-held view of the way in which policy is made. It outlines policy-making as a problem solving process which is rational, balanced, objective and analytical. In the model, decisions are made in a series of sequential phases, starting with the identification of a problem or

issue, and ending with a set of activities to solve or deal with it. The policy model phases include; recognizing and defining the nature of the issue to be dealt with; identifying possible courses of action to deal with the issue; weighing the advantages and disadvantages of each of these alternatives; choosing the option which offers the best solution; implementing the policy and possibly evaluating the outcome (Grindle & Thomas, 2000).

This model assumes that policymakers approach the issues rationally, going through each logical stage of the process, and carefully considering all relevant information. If policies do not achieve what they are intended to achieve, blame is often not laid on the policy itself, but rather on political or managerial failure in implementing it (Hunja, 2009). Failure can be blamed on a lack of political will, poor management or shortage of resources that eventually hinders formulation and effective implementation of procurement practices.

The theory is relevant to the study because linear policy model determines the process under which policies are made and implemented in an organization. The model assumes that failure in policy implementation of procurement practices can be blamed to poor management and shortage of resources and this implies that management support and budgetary allocation plays a key role in supporting policy implementation. Implementation of procurement policies is greatly determined by procurement planning, management support, budgetary allocation, and preparation of procurement progress reports, procurement records management and the employed procurement methods (Meredith & Mantel, 2012).

2.4 Conceptual Frame Work

A conceptual Framework is a basic structure that consists of certain abstract blocks which represent the observational, the experiential and the analytical aspects of a process or system being conceived. The interconnection of these blocks completes the framework for certain expected outcomes. The framework is used in research to outline possible courses of action or to present a preferred approach to an idea or thought. The independent variables for the study are ; procurement planning, contract monitoring and control, procurement negotiation and procurement method while the dependent variable is the project implementation.

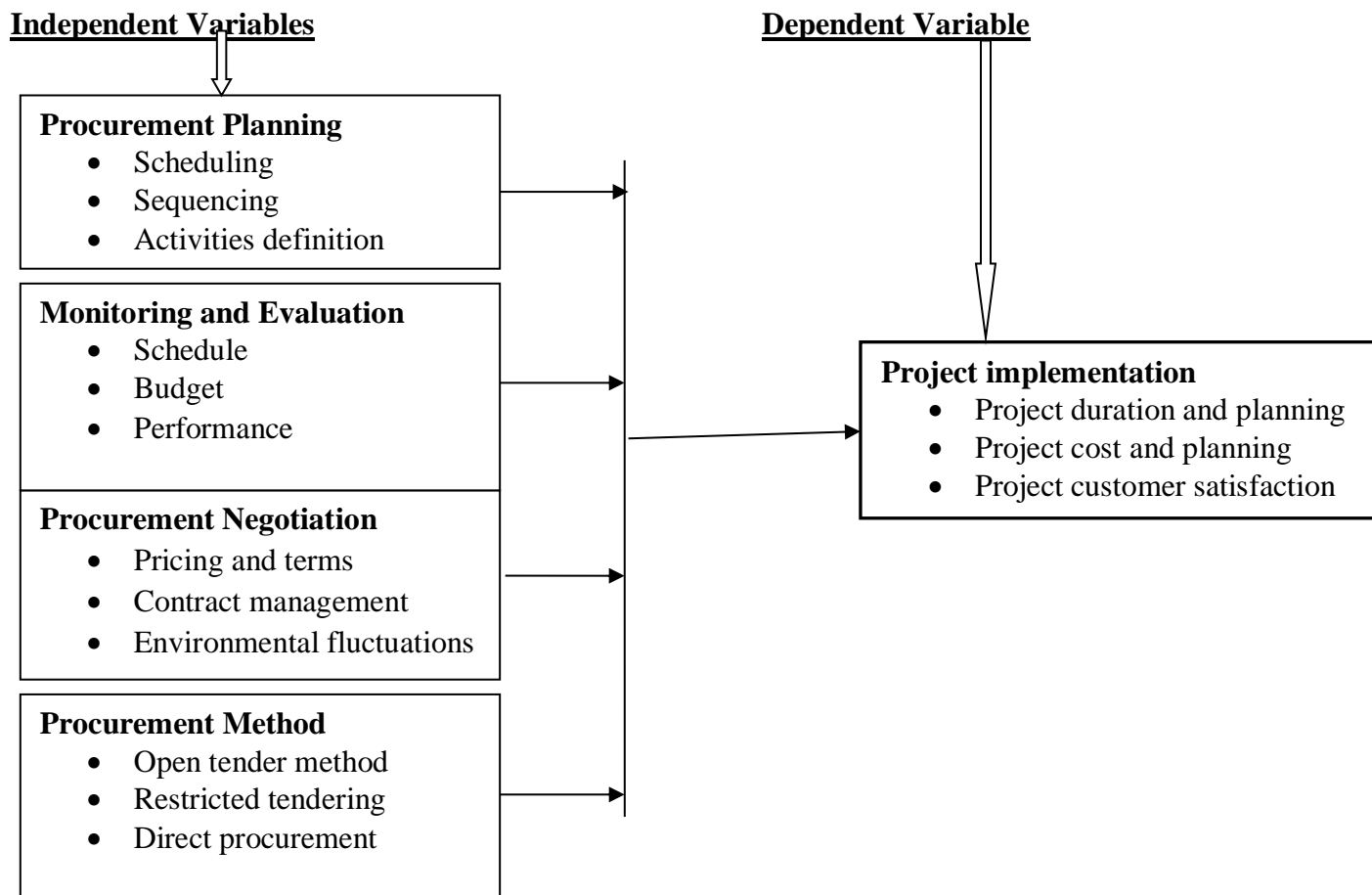


Figure 2.1 Conceptual Frame Work

2.5 Research Gaps

Infrastructure in Kenya is being identified as necessity in improving the living conditions of both farming and pastoralists' communities, it is also necessary for improving security and to contribute significantly to the reduction of cost of doing business. Kenya Urban Roads Authority has been faced by challenges of public procurement regulations emanating from fiscal changes brought by the new constitution, encroachment on road reserves, inadequate funding of the road works, climate change, inadequate internal and external capacities to undertake the road works among others (Ministry of Roads,2013). The challenge of public procurement hinders the project implementation of Kenya Urban Roads Authority.

A study on the procurement practices affecting implementation of projects by international Non-Governmental Organizations in Kenya, the study found that some organizations lack documented policies on how to carry out procurement planning, vendor selection, contract monitoring and control, as well as procurement negotiations (Wanjau & Omwenga, 2015). On the other hand, a study on the effect of public procurement practices on Public Sector Financial Management in Kenya, found that procurement planning, and commitment control, procurement documentation and procurement audit are very important aspects in PFM in Kenya (Sindani 2014). Similarly, the factors influencing procurement practices in public secondary schools in Mathioya were investigated, and the study found that the public secondary schools in Mathioya district have to a reasonable extent complied with the Ministry of Education policies regarding procurement (Wachira, 2013).

On the procurement practices affecting effective public projects implementation in Kenya in Kenya Civil Aviation Authority, Wafula (2014), found that procurement planning was most important and the explanations provided on the value of procurement planning, it is important to prioritize procurement planning for successful project implementation. Studies have been done on the concept of procurement practices and project implementation both locally and internationally, but little had been done on the influence of public procurement practices on project implementation

Table 1: Research Gaps

Variable	Author and Year	Findings	Knowledge gap
Procurement Planning	Chandra (2008), (Malala, 2011).	Sound formal planning provides the basis for organizing the work on the project and allocating responsibilities to individuals Planning plays a major role in successful project implementation	The study investigated the aspect of influence of planning implementation of projects
Contract Monitoring and Evaluation	(Wafula, 2014) (Meredith & Mantel, 2012).	Contract monitoring and evaluation is useful to perceive the control process as a closed-loop system, with revised plans and schedules (if warranted) following corrective actions Contract monitoring and evaluation is constructed as an integral part of the organizational structure of the project, not something external to and imposed on it, or worse, in conflict with it	The study looked at Contract monitoring and evaluation implementation of projects
Procurement Negotiation	(Farmer & Weele 2011).	Parties who negotiate agree in at least one fundamental respect; they share a belief that their respective purposes are better served by entering into negotiation with the other party.	the study discussed its effects procurement negotiation influences project implementation,
Procurement Methods	(Gadde, 2009).	The use of an alternative procurement procedure can only be adopted if a written approval of the tender committee of the procuring entity is obtained and the procuring entity records in writing	Procurement methods have various procurement procedures have different influence on project implementation

2.6 Summary of Literature Review

The literature examines various public procurement practices, Chandra (2008), asserts that unlike small projects that involve few activities, complex projects that go beyond a certain threshold level of magnitude should proceed on the basis of a sound formal planning platform without which there may be chaos. Malala, (2011) noted that planning entails defining the activities, scheduling and sequencing, planning the requisite manpower and staff required in sufficient quantities and quality, planning the money that should be spent in a time-phased manner and finally planning the information system necessary for effective communication to enhance project monitoring and control. Frese (2013), emphasizes that planning requires an interactive process that requires agile re-thinking as the known environment shifts. According to Brown and Hyer (2010), planning also encompasses the aspects of forecasting techniques to help in the process of predicting costs and cash flows (financial disbursements).

As Brown and Hyer (2010), noted that monitoring refers to any tracking system from a simple checklist to sophisticated dashboard style approaches, for identifying variances from the original plan. The key things to be planned, monitored and evaluated are time (schedule), cost (budget) and scope (performance). The prescribed public sector procurement plan format as already discussed above exhibits the first two as very prominent features. It is useful to perceive the evaluation process as a closed-loop system, with revised plans and schedules (if warranted) following corrective actions. The planning-monitoring- evaluating cycle is continuously in process until the project is completed (Meredith & Mantel, 2012). . Major public policies are the outcome of a complex round of negotiation between interests, choices between values and competition between resources. There are no single best options for any player in this game, for the best outcome depends on what others do and what deals are possible (Gadde, 2009).

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter details the overall methodologies that were used in the study. This is organized into research design, population of the study, sampling procedures, data collection methods, research procedures, method of data analysis and ethical considerations.

3.2 Research Design

The study employed a descriptive research design. Descriptive design is used to allow researchers to gather, summarize, present and interpret information for the purpose of clarification. According to Orodho (2002), it is appropriate where the study seeks to describe the characteristics of certain groups, estimate the proportion of people who have certain characteristics and make predictions. The study aimed at collecting information from respondents on to determine the influence of public procurement practices on road construction project implementation case of Kenya Urban Roads Authority (KURA) Machakos County, Kenya.

3.3 Target Population

Target population in statistics is the specific population about which information is desired. According to Ngechu (2004), a population is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated. The target population for this study was 128 respondents, 8 project managers, 16 procurement officers and 24 committee chairpersons and 80 committee members from 8 constituencies in Machakos County

Target	Number	Percentage (%)
Project managers	8	6.45
Procurement officers	16	12.90
Committee chairpersons	24	19.35
Committee members	80	61.30
Total	128	100

3.4 Sample Size and Sampling Procedures

This study used simple random sampling method which is a probability method. It further helped in the process of identifying the respondents for data collection. The sample size was established and the procedure for establishing is explained as follows.

3.4.1 Sample Size

A sample is a finite part of a statistical population whose properties are studied to gain information about the whole. When dealing with people, it can be defined as a set of respondents (people) selected from a larger population for the purpose of a survey. A sample is a model of the population or a subset of the population that is used to gain information about the entire population. It is a small collection of units, from a much larger collection of population, which is studied to enable the researcher to make more accurate generalizations about the larger group (Mugenda & Mugenda, 2003). The sample size therefore comprised of; project managers, procurement officers, committee chairpersons and committee members.

3.4.2 Sampling Procedure

According to Kothari (2011), sampling is the process of selecting a number of individuals for a study in such a way that the individual represents a larger group from which they are selected. Sampling means selecting a given number of subjects from a defined population as representative of that population. Any statements made about the sample should also be true of the population (Mugenda & Mugenda 2008).

The following formula was used to determine the sample size of the study (Mugenda & Mugenda, 2003).

$$n = \frac{N}{1 + N(e)^2}$$

Where,

n is the sample size for the study

N is the study population

e is the level of precision

N=128

e=10%

Therefore, n will be = 128

$$1+128(0.10)^2$$
$$= 56$$

This study used a sample size of 56 respondents. This was arrived at by using a total of 128 respondents.

3.5 Research Instruments

This study used questionnaires as primary tool for data collection. The questionnaires contained both structured and unstructured questions. The questionnaires were preferred in this study because respondents are assumed to be literate and quite able to answer questions asked adequately. Kothari (2004), terms the questionnaire as the most appropriate instrument due to its ability to collect a large amount of information in a reasonably quick span of time. It guarantees confidentiality of the source of information through anonymity while ensuring standardization (Creswell, 2003).

The purpose is to refine the questionnaire so that respondents in the major study have no problem in answering the questions. Expert opinion was requested to comment on the representativeness and suitability of questions and give suggestions to be made to the structure of the questionnaire (Kothari, 2004). This helped to improve the content validity and reliability of the data to be collected.

3.5.1 Piloting of the Study

A pilot test was conducted in order to test the validity of the questionnaire and it was carried out with the help of research assistants. The main reasons for the pilot study was to identify any potential deficiencies, omissions and errors in the questionnaire and eliminate them before it is used to collect the actual data (Cooper & Schindler, 2006).

A pilot study was conducted where one project was picked. Test re-test method was used to test for reliability of the instrument. The instruments was administered to the respondents and re-administered to the same respondents after one week. This is in line with Creswell (2003), who stated that the instrument should be administered at two different times and then the correlation between the two sets of scores computed.

3.5.2 Validity of Instruments

Creswell and Clark (2007), describe the validity in quantitative research as “construct validity”. The construct is the initial concept, notion, question or hypothesis that determines which data is to be gathered and how it is to be gathered. They also assert that quantitative researchers actively cause or affect the interplay between construct and data in order to validate their investigation, usually by the application of a test or other process. In this sense, the involvement of the researchers in the research process would greatly reduce the validity of a test. Ngechu (2004), provides the following explanation of what validity is in quantitative research where validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. Researchers generally determined validity by asking a series of questions, and often look for the answers in the research of others.

To establish the validity of the instruments in this research, the instrument was presented to the research supervisor and defended in the faculty forums where the research proposal was presented. There after the questionnaire were administered with approval of the supervisor.

3.6 Reliability of the study

Reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials (Cooper & Schindler 2006). Reliability refers to the consistency of the research and the extent to which studies can be replicated. To ensure a high degree of reliability of instruments in this study, the researcher personally collected the data and only in a few cases where assistance were sought from well-trained and motivated research assistants.

Test-retest technique of reliability testing was employed whereby the pilot questionnaires were administered twice to the respondents, with a one-week interval, to allow for reliability testing. Reliability was conducted where one project manager two one procurement manager and a

committee chairperson was used for pilot study Test re-test method was used to test for reliability of the instrument. For reliability, the researcher used internal consistency measure known as Cronbach's Alpha (α) which indicates the extent to which a set of measurement items could be treated as measuring a single latent variable (Ngechu, 2004). Reliability provides a measure of the internal consistency and homogeneity of the items comprising the scale.

3.7 Data Collection Procedures

Permission to collect data from managers and committee chairpersons of the constituencies was sought from the eight constituencies, after the approval from the university to carry out the research. The researcher attached a transmittal letter in each questionnaire. The questionnaires were self-administered via the use of email, drop and pick later method to the respective managers and committee chairpersons.

According to Cooper and Schindler (2006), the use of structured questions on the questionnaire allows for uniformity of responses to questions; while unstructured questions gave the respondent freedom of response which helped the researcher to gauge the feelings of the respondent, he or she used his or her own words. The structured questions were in form of a five point Likert scale, whereby respondents were required to indicate their views on a scale of 1 to 5. The researcher exercised care and control to ensure all questionnaires issued to the respondents are received and achieved this, the researcher maintained a register of questionnaires, which was used.

3.8 Data analysis Techniques

The data collected was analysed using descriptive statistics (measures of central tendency and measures of variations) to achieve the objectives of the study. The process of data analysis involved several stages: the completed questionnaires were edited for completeness and consistency, checked for errors and omissions. The research yield both qualitative and quantitative data.

The qualitative data collected was analyzed through content analysis where a thematic framework was developed. The quantitative data generated was analyzed using descriptive statistics with the help of Statistical Package for Social Sciences (SPSS) version 20. The findings were presented using tables, frequencies and percentages. Correlation analysis was also employed for analysis.

It's a measure of the degree of association between two or more variables that have been obtained from the same group of subjects (Ngechu, 2004). Used when a researcher wants to predict and describe the association between two or more variables in terms of magnitude and direction.

3.9 Ethical Considerations

According to Sekaran (2005), professional ethical standards should be noted during all phases of the research process. Ethical considerations represent a moral stance that involves conducting research to achieve not just high professional standards of technical procedures, but also respect and protection for the people actively consenting to be studied (Creswell, 2003). Professional ethical standards should be noted during all phases of the research process.

Throughout this study the researcher strived to adhere to ethical research considerations and professional guidelines. This involved avoiding acts of misconduct in research, such as data fabrication, falsification and plagiarism. Permission to conduct the study was obtained from the relevant authorities before commencement of data collection. During data collection the researcher explained the aim and significance of the study to the respondents, and consent for participating in the interviews and focus group discussions were sought from them. The researcher ensured that the information collected will be treated with due confidentiality and used purely for research work.

3.10 Operationalization Table of variables

This section analyses the operational definition of variables the public procurement practices and project implementation. The operation of the variables is as shown below

Table 3.1: Operationalization Table of Variables

Objectives	Variables	Indicators	Measurement	Measurement scale	Type of Analysis	Tool of Analysis
To determine the influence of procurement planning on road construction project implementation	procurement planning	Scheduling	Time and costs ratio	Nominal	Descriptive	Correlation
		Sequencing	Degree of linear depiction	Ordinal	Descriptive	Correlation
		Activities definition	inputs to outputs ratio	Interval	Descriptive	Correlation
To establish the influence of contract monitoring and evaluation on road construction project implementation	contract monitoring and evaluation	Schedule	period of time	Interval	Descriptive	Correlation
		Budget	costs and expenses	Nominal	Descriptive	Correlation
		Performance	Project efficiency	Interval	Descriptive	Correlation
To assess the influence of procurement negotiation on road construction project implementation	procurement negotiation	Pricing and terms	Degree of profitability	Nominal	Descriptive	percentage Mean
		Contract management	Degree of contract variations	Interval	Descriptive	Correlation
		Environmental fluctuations	Rate of environmental changes	Nominal	Descriptive	Correlation
To establish the influence of choice of procurement procedure on road construction project implementation	choice of procurement procedure	Open tender method	Number of open tenders	Nominal	Descriptive	Mean percentage
		Restricted tendering	Number of restricted tenders	interval	Descriptive	Correlation
		Direct procurement	Number of direct tenders	interval	Descriptive	Mean percentage

CHAPTER FOUR

4.0 DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter covers the interpretation and presentation of the findings. It contains response rate, demographic characteristics of the respondent and influence of public procurement practices on project implementation of Roads Projects at Kenya Urban Roads Authority (KURA) Machakos County, Kenya.

4.2 Response Rate

The researcher targeted 56 respondents from which 45 returned the questionnaires making a response rate of 80.36%. This response rate was considered satisfactory. 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. Based on the assertion, the response rate was considered excellent.

4.3 Demographic characteristics of the respondents.

This section analysis the demographic information of the individuals. The aim of doing this was to enhance understanding of the background information of the respondents and their personal ability to provide relevant data sought for under this study.

4.3.1 Gender Category

The study sought to establish the gender category of the respondents. This was done in view of ensuring fair engagement of respondents in terms of their gender. Results are show in table 4.1

Table 4.1 gender of the respondent

Gender	Frequency	Percentage Frequency
Male	23	51.11
Female	22	48.99
Total	45	100.00

From the research findings, the study noted that majority of the respondents as shown by 51.11% were males whereas 48.99% were females. This shows that project managers, procurement

officers, committee chairpersons and committee members of all the 8 constituencies in Machakos County are mainly dominated by male gender.

4.2.2 Level of Education

The researcher sought to establish to what level the respondents were educated. Table 4.2 shows the results

Table 4.2 Level of Education

Level of Education	Frequency	Percentage
College Diploma	9	20.0
Undergraduate level	15	33.3
Master	21	46.7
Total	45	100.00

On respondents' level of education attained, the study revealed that majority of the respondents as shown by 46.7% had attained, Masters Degree whereas, 33.3 % of the respondents had attained undergraduate degrees and 20.0 % of the respondents had attained mid-level college's diplomas. This implies that respondents were well educated and therefore they were in position to respond to the research questions with ease.

4.3.3 Period of service in the County

The respondents were asked to indicate their years of service in the company, the Table 4.3 below summarizes the responses.

Table 4.3 Period of service

Years of service	Frequencies	Percentage Frequency
Below 1 years	8	17.8
2 to 3 years	22	48.9
4 years and above	15	33.3
Total	45	100.0

The research requested the respondent to indicate the period he/she had worked in the county, from the research findings, majority of the respondents as shown by 48.9% indicated to have worked with the county for 2 to 3 years, 33.3% indicated to have worked with the county for a period of 4 years and above whereas 17.8% indicated to have worked with the county for a period of less than one year. This was an indication that majority of the respondents had served for a

considerable good period of time and thus they were in a position to give credible information relating to this study.

4.4 Public Procurement Practices

The researcher sought to establish the extent to which procurement planning, contract monitoring and evaluation, procurement negotiation and procurement procedure had influence road construction project implementation in Machakos County, Kenya. The average mean and standard deviation were calculated and the results are shown in the table 4.4 below.

Table 4.4 Public Procurement Practices

Public Procurement Practices	Mean	Std. deviation
To what extent does procurement planning influence road construction project implementation in Machakos County, Kenya?	4.37	0.21
To what extent does contract monitoring and evaluation influence road construction project implementation in Machakos County, Kenya?	4.05	0.26
To what extent does procurement negotiation influence road construction project implementation in Machakos County, Kenya?	4.14	0.13
To what extent does choice of procurement procedure influence road construction project implementation in Machakos County, Kenya?	4.07	0.21

From the findings, majority of the respondents indicated that; procurement planning influence road construction project implementation in Machakos County, Kenya to a great extent (M=4.37, SD=0.21), contract monitoring and evaluation influence road construction project implementation to a great extent (M=4.05, SD=0.26), Also procurement negotiation was found to influence road construction project implementation in Machakos County to a great extent (M=4.14, SD=0.13). Further procurement procedure was found to influence road construction project implementation in Machakos County, Kenya in a great extent (M=4.07, SD=0.21). This finding is line with Frese (2013) that procurement planning plays a major role in successful project implementation.

4.4.1 Procurement Planning

The respondents were asked to indicate their level of agreement with the following statements relating to procurement planning. The response was fated on a scale of 1-5 on which: 1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree. Mean and Standard deviation were calculated as shown in Table 4.4 below

Table 4.5 Procurement Planning

Procurement Planning	Mean	Std. deviation
Proper sequencing of procurement process in KURA leads to procurement planning	4.21	0.53
Proper scheduling of events in KURA leads to proper procuring	4.10	0.28
Proper activities definition in KURA creates successful procurement process	4.02	0.11
Procurement project planning structure is affected by the strategic choices in KURA	4.01	0.43
Sound formal planning provides the basis for organizing the work on the projects in KURA	3.98	0.31
Planning requires an interactive process that requires agile re-thinking as the known environment shifts	3.96	0.56

Table 4.5 indicates that majority of the respondents agreed that; Sound formal planning provides the basis for organizing the work on the projects in KURA ,Proper scheduling of events in KURA leads to proper procuring, Proper sequencing of procurement process in KURA leads to procurement planning and Proper activities definition in KURA creates successful procurement process. Further the respondents agreed that planning requires an interactive process that requires agile re-thinking as the known environment shifts and Procurement project planning structure is affected by the strategic choices in KURA. This finding concurs to that of Frese (2013), who emphasizes that planning requires an interactive process that requires agile re-thinking as the known environment shifts.

4.4.2 Contract Monitoring and Evaluation

Table 4.6 Contract Monitoring and Evaluation

Contract Monitoring and Evaluation	Mean	Std. deviation
The supply chain function in KURA are coordinated by the procurement unit in respect of the projects being undertaken	4.13	0.12
Procurement unit ensures implementation of project contracts in KURA	4.10	0.26
Contract monitoring and evaluation system ensure that the objectives of a contract are accomplished in KURA	4.05	0.62
Monitoring triggers off an effort to search for solutions to the identified threats to the project success	4.00	0.45
Contracting in KURA minimizes costs to the procurement entity	3.95	0.81
Departures from the terms and conditions of the contract in KURA is reported to the head of the procuring entity by the procurement unit.	3.91	0.44

The study sought to establish the extent to which respondents agreed with the above statements in Table 4.6 relating to the Contract Monitoring and Evaluation. From the study results, majority of the respondents agreed that; Contract monitoring and evaluation system ensure that the objectives of a contract are accomplished in KURA, Procurement unit ensures implementation of project contracts in KURA, Monitoring triggers off an effort to search for solutions to the identified threats to the project success and The supply chain function in KURA are coordinated by the procurement unit in respect of the projects being undertaken. Further the respondents agreed that Contracting in KURA minimizes costs to the procurement entity and a departure from the terms and conditions of the contract in KURA is reported to the head of the procuring entity by the procurement unit. This finding conforms to that of (Wafula, 2014) that procurement unit is charged with the responsibility to monitor contract management by user departments to ensure implementation of projects contracts in accordance with the terms and conditions of the contracts.

4.4.3 Procurement Negotiation

The respondents were asked to indicate their level of agreement to the statements in table 4.7. Relating to Procurement Negotiation. The results are summarized below in Table 4.7 below.

Table 4.7 Procurement Negotiation

Procurement Negotiation	Mean	Std. deviation
Parties who negotiate agree in at least one fundamental respect	4.22	0.35
KURA uses pricing and terms to determine the procurement negotiating process	4.06	0.16
The best outcome in contract management in KURA depends on what others do and what deals are possible	4.04	0.49
Major public policies are the outcome of a complex round of negotiation between interests in KURA	3.96	0.42
Environmental fluctuations influence procurement negotiation in KURA	3.86	0.39
KURA builds trust to create a commitment structure that is implemented in stages	3.65	0.45

From the findings, Majority of the respondents agreed that; Parties who negotiate agree in at least one fundamental respect, KURA uses pricing and terms to determine the procurement negotiating process, the best outcome in contract management in KURA depends on what others do and what

deals are possible and Major public policies are the outcome of a complex round of negotiation between interests in KURA. Majority of respondents also agreed that environmental fluctuations influence procurement negotiation in KURA and KURA builds trust to create a commitment structure that is implemented in stages. This finding is in line with (Farmer & Weele 2011) that the key to negotiating a beneficial outcome is the negotiators' ability to consider all the elements of the situation carefully and to identify and think through the options.

4.4.4 Procurement Method

The respondents were requested to indicate their level of agreement with the following statements relating to method of procurement. The response was fated on a scale of 1-5 on which: 1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree. Mean and Standard deviation were calculated as shown in Table 4.8 below

Table 4.8 Choice of procurement procedure

Method of procurement	Mean	Std. deviation
The procurement method is dictated by the estimated cost in KURA	4.10	0.78
The use of an alternative procurement procedure in KURA is adopted if procuring entity is obtained	4.08	0.19
A procuring entity is engaged in procurement by means of restricted tendering in KURA	3.68	0.68
A procuring entity is engaged in procurement in KURA if works or services to be procured are satisfied	4.01	0.49
KURA uses direct procurement	3.95	0.91

Table 4.8 indicates that most of the respondents agreed that; the choice of a procurement method is dictated by the estimated cost in KURA, the use of an alternative procurement procedure in KURA is adopted if procuring entity is obtained, a procuring entity is engaged in procurement by means of restricted tendering in KURA, procuring entity is engaged in procurement in KURA if

works or services to be procured are satisfied and KURA uses direct procurement. This finding is in line with (Gadde, 2009) that choice of procurement procedure influences project implementation.

4.4.5 Project implementation

The respondents were requested to indicate their level of agreement with the following statements relating to Project Implementation. The response was fated on a scale of 1-5 on which: 1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree. Mean and Standard deviation were calculated as shown in Table 4.8 below

Table 4.9 Project implementation

Project implementation	Mean	Std. deviation
The Project duration and planning determines the success of implementation in KURA	3.96	0.68
The amount of money used in a project determines the success of project implementation in KURA	4.03	0.15
Customers are satisfied by properly implemented projects	3.79	0.62
Strategy monitoring in KURA creates success of project implementation	4.11	0.59
Accountability of project resources in KURA ensures success of implementation	3.94	0.81

The findings in Table 4.9 indicates that, majority of the respondents agreed that the Project duration and planning determines the success of implementation in KURA, the amount of money used in a project determines the success of project implementation in KURA, Customers are

satisfied by properly implemented projects, Strategy monitoring in KURA creates success of project implementation and accountability of project resources in KURA ensures success of implementation.

4.5 Correlation

Correlation analysis is a measure of the degree of association between two or more variables that have been obtained from the same group of subjects (Ngechu, 2004). Used when a researcher wants to predict and describe the association between two or more variables in terms of magnitude and direction. On the correlation of the study variable, the researcher conducted a Pearson moment correlation.

Table 4.10 Correlations

		Project implementation	Procurement Planning	Contract Monitoring and Evaluation	Procurement Negotiation	Procurement Method
Project implementation	Correlation Coefficient	1.000	.653	.801	.662	.694
	Sig. (1-tailed)	.	.003	.000	.001	.013
	N	45	45	45	45	45
Procurement Planning	Correlation Coefficient	.653	1.000	.142	.037	.001
	Sig. (1-tailed)	.003	.	.000	.003	.002
	N	45	45	45	45	45

Contract Monitoring and Evaluation	Correlation Coefficient	.801	.142	1.000	.046	.008
	Sig. (1-tailed)	.000	.001	.	.000	.000
	N	45	45	45	45	45
Procurement Negotiation	Correlation Coefficient	.662	.037	.046	1.000	.124
	Sig. (1-tailed)	.001	.000	.001	.	.002
	N	45	45	45	45	45
Procurement Method	Correlation Coefficient	.694	.001	.008	.124	1.000
	Sig. (1-tailed)	.013	.001	.003	.000	.000
	N	45	45	45	45	45

From the finding in the table above, the study found that there was strong positive correlation coefficient between Project implementation and Procurement Planning, as shown by correlation factor of 0.653, this strong relationship was found to be statistically significant as the significant value was 0.003 which is less than 0.05.

The study found strong positive correlation between Project implementation and Contract Monitoring and Evaluation as shown by correlation coefficient of 0.801, the significant value was 0.000 which is less than 0.05, the study found strong positive correlation between Project implementation and Procurement Negotiation as shown by correlation coefficient of 0.662, this too was also found to be significant at 0.001.

Finally the study found strong positive correlation between Project implementation and Procurement Method as shown by correlation coefficient of 0.694 at 0.013 levels of confidence .

The findings concur with Chandra (2008) who noted that planning entails defining the activities, scheduling and sequencing, planning the requisite manpower and staff required in sufficient quantities and quality, planning the money that should be spent in a time-phased manner and finally planning the information system necessary for effective communication to enhance project monitoring and control.

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the data findings on the analysis of the influence of public procurement practices on project implementation of Roads Projects at Kenya Urban Roads Authority (KURA) Machakos County, Kenya, conclusions and recommendations are drawn there to. The chapter is structured into summary of findings, conclusions, recommendations and areas of further studies.

5.2 Summary of findings

This section presents the key findings as considered under each objective in the study. The findings on the demographic information of the respondents greatly enhanced the reliability of

the research findings. The study findings indicate that majority of the respondents had worked with the county for a long period, hence a good experience in the area, coupled with the relevant education level needed to enhance the reliability of the information that they provided.

The study revealed a strong positive correlation between Project implementation and Procurement Planning and procurement planning was found to influence road construction project implementation to a great extent. Proper sequencing of procurement process, scheduling of events and activities definition results to a successful procurement process. Further the study revealed that Procurement project planning structure is affected by the strategic choices, Sound formal planning provides the basis for organizing the work on the projects and Planning requires an interactive process that requires agile re-thinking as the known environment shifts.

A strong positive correlation between Project implementation and Contract Monitoring and Evaluation was revealed. Further Contract monitor and evaluation was found to influence road construction project implementation to a great extent. Procurement unit ensures implementation of project contracts in KURA and coordinates supply chain function. Contract monitoring and evaluation system ensure that the objectives of a contract are accomplished in KURA and Monitoring triggers off an effort to search for solutions to the identified threats to the project success.

The study revealed that KURA uses pricing and terms to determine the procurement negotiating process and environmental fluctuations was found to influence procurement negotiation. Parties who negotiate were found to agree and KURA builds trust to create a commitment structure that is implemented in stages. A strong positive correlation was found between Project implementation and Procurement Negotiation. Procurement negotiation was also found to influence road construction project implementation in Machakos County to a great extent. The study also established that the choice of a procurement method is dictated by the estimated cost in KURA and use of an alternative procurement procedure in KURA is adopted if procuring entity is obtained. A strong positive correlation between Project implementation and Choice of Procurement Procedure was established. A procuring entity is engaged in procurement by means of restricted tendering in KURA or if the services to be procured are satisfied. KURA was also found to uses direct procurement.

5.3 Discussion of the Findings

This section discusses the key findings as considered under each objective

5.3.1 Project planning

The study established a strong positive correlation between Project implementation and Procurement Planning, $r = .653, .003 < .05$. Further it noted that procurement planning influence road construction project implementation in Machakos County, Kenya to a great extent. Proper sequencing of procurement process, scheduling of events and activities definition in KURA creates successful procurement process. Further the study revealed that Procurement project planning structure is affected by the strategic choices in KURA, Sound formal planning provides the basis for organizing the work on the projects in KURA and Planning requires an interactive process that requires agile re-thinking as the known environment shifts. This finding concurs to that of Frese (2013), who emphasizes that planning requires an interactive process that requires agile re-thinking as the known environment shifts.

5.3.2 Project Monitoring and Evaluation

On the influence of project monitoring and evaluation the study found strong positive correlation between Project implementation and Contract Monitoring and Evaluation, $r = .801, .000 < .05$. Contract monitoring and evaluation was found to influence road construction project implementation to a great extent ($M=4.05, SD=0.26$). This finding is line with Frese (2013) that Contract monitoring and evaluation plays a major role in successful project implementation. Further the study established that Procurement unit ensures implementation of project contracts in KURA and coordinates supply chain function. Contract monitoring and evaluation system ensure that the objectives of a contract are accomplished in KURA and Monitoring triggers off an effort to search for solutions to the identified threats to the project success. This finding conforms to that of (Wafula, 2014) that procurement unit is charged with the responsibility to monitor contract management by user departments to ensure implementation of projects contracts in accordance with the terms and conditions of the contracts.

5.3.3 Procurement negotiation

The study also revealed that KURA uses pricing and terms to determine the procurement negotiating process and environmental fluctuations influence procurement negotiation in KURA. Parties who negotiate were found to agree and KURA builds trust to create a commitment structure that is implemented in stages. The study established a strong positive correlation between Project implementation and Procurement Negotiation, $r = .662$, $.001 < .05$. It was also noted that procurement negotiation was found to influence road construction project implementation in Machakos County to a great extent ($M=4.14$, $SD=0.13$). This finding is in line with (Farmer & Weele 2011) that the key to negotiating a beneficial outcome is the negotiators' ability to consider all the elements of the situation carefully and to identify and think through the options.

5.3.4 Procurement Method

Finally the research established that the procurement method is dictated by the estimated cost in KURA and use of an alternative procurement procedure in KURA is adopted if procuring entity is obtained. A procuring entity is engaged in procurement by means of restricted tendering in KURA or if the services to be procured are satisfied. KURA was also found to use direct procurement. This finding is in line with (Gadde, 2009) that choice of procurement procedure influences project implementation. The study also noted a strong positive correlation between Project implementation and Choice of Procurement Procedure, $r = .694$, $.013 < .05$. The findings concur with Chandra (2008) who noted that planning entails defining the activities, scheduling and sequencing, planning the requisite manpower and staff required in sufficient quantities and quality, planning the money that should be spent in a time-phased manner and finally planning the information system necessary for effective communication to enhance project monitoring and control.

5.4 Conclusion

This study has provided a comprehensive review of the influence of public procurement practices on project implementation of Roads Projects at Kenya Urban Roads Authority (KURA) Machakos County, Kenya. The study concluded that there is a strong positive correlation between Project implementation and Procurement Planning and procurement planning influences road construction project implementation to a great extent. Proper sequencing of procurement process, scheduling of events and activities definition results to a successful procurement process. Procurement project planning structure is affected by the strategic choices, Sound formal planning provides the basis for organizing the work on the projects and Planning requires an interactive process that requires agile re-thinking as the known environment shifts.

Further it concludes that Contract monitor and evaluation influence road construction project implementation to a great extent and a strong positive correlation between Project implementation and Contract Monitoring and Evaluation exist. Procurement unit ensures implementation of project contracts in KURA and coordinates supply chain function. Contract monitoring and evaluation system ensure that the objectives of a contract are accomplished in KURA and Monitoring triggers off an effort to search for solutions to the identified threats to the project success.

Finally the study concludes that Procurement negotiation influence road construction project implementation in Machakos County to a great extent and a strong positive correlation exist between Project implementation and Procurement Negotiation. The choice of a procurement method is dictated by the estimated cost in KURA and use of an alternative procurement procedure in KURA is adopted if procuring entity is obtained. KURA also uses pricing and terms to determine the procurement negotiating process and environmental fluctuations influence

procurement negotiation. A strong positive correlation between Project implementation and Choice of Procurement Procedure was established.

5.4 Recommendations of the study

This study makes the following recommendations

1. The study recommends that the Government of Kenya put in place procurement policies that ensure that clients get satisfied with the way projects are implemented and that projects take the scheduled time to get completed since it was noted that there are many variations to the project contract leading to high cost of the project.
2. It suggests that the Government should ensure that e-procurement is embraced in its ministries and public sector to ensure open and fair procurement process.
3. It recommends that the policy makers to enhance the awareness of contractors' implementation strategies for successful delivery of road construction projects; awareness of the community to involve in road construction projects for the success of the implementation; government to support road construction projects both during implementation and beyond.
4. Financial support and fund allocation to be offered in time and adequate so as to ensure projects that are proposed are completed and are done with the highest standard and that contractors are fully paid their contractual agreement to meet the main objectives.

5.5 Areas for Further Studies

1. The study was conducted at Kenya Urban Roads Authority (KURA) Machakos County, Kenya. Therefore it is suggested that a similar study be done in roads authorities in other sub-counties and counties in the country.
2. The study suggested that further research should be done on the effectiveness of public procurement practices within public organization. The study also suggested that further study to be done on the strategies adopted to ensure effectiveness of procurement services so as to give uniform and reliable result.
3. It is suggested that further research on the role of the government and development partners in delivering road construction projects in Kenya.

4. It is also suggested that further research to be done on understanding of the impact foreigners have on local community implementing road construction projects across the diverse communities in Kenya.

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APPENDIX I: LETTER OF TRANSMITTAL

Risper Nyamoita Luka

P.O. Box 2605-90100

MACHAKOS.

To whom it may Concern

Dear Respondent,

RE: FILLING OF QUESTIONNAIRE

My name is Risper Nyamoita Luka and I am currently pursuing a Master's Degree in Project Planning and Management at University of Nairobi. I have obtained permission from the University Management to carry out research as part of the requirements for the award of the degree. As part of my study, it requires me to administer a questionnaire designed to generate some insights and equally offer support to my research proposal on the study topic, "influence of public procurement practices on road construction project implementation. A case of Kenya Urban Roads Authority (KURA) Machakos County, Kenya

Participation in the study is voluntary. Whatever information provided will be treated with confidentiality and will not be used for any other purpose other than the objectives of this study.

Your assistance in providing the required information will be highly appreciated. Thank you.

Yours faithfully,

Risper Nyamoita

Cell Phone: 0720 878 069

APPENDIX II: RESEARCH QUESTIONNAIRE

Section A: Demographic Information

1. Gender

Male () female ()

2. Please indicate the highest level of education attained? (Tick as applicable)

College Diploma []

Undergraduate []

Master []

Others (specify)

.....

3. Indicate your period of service in this County

Below 1 years () 2 to 3 years ()

4 years and above ()

4. Indicate your job title

.....

Section B: Public Procurement Practices

5. To what extent does procurement planning influence road construction project implementation in Machakos County, Kenya?

Very great extent ()

Great extent ()

Moderate extent ()

Little extent ()

No extent ()

6. Indicate your level of agreement with the following statements relating to procurement planning. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Procurement Planning	1	2	3	4	5
Sound formal planning provides the basis for organizing the work on the projects in KURA					
Proper scheduling of events in KURA leads to proper procuring					
Proper sequencing of procurement process in KURA leads to procurement planning					
Proper activities definition in KURA creates successful procurement process					
Planning requires an interactive process that requires agile re-thinking as the known environment shifts					
Procurement project planning structure is affected by the strategic choices in KURA					

7. In what other ways does procurement planning influence road construction project implementation in Machakos County, Kenya?
-

8. To what extent does contract monitor and evaluation influence road construction project implementation in Machakos County, Kenya?

Very great extent ()

Great extent ()

Moderate extent ()

Little extent ()

No extent ()

9. Indicate your level of agreement with the following statements relating to contract monitoring and evaluation. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Contract Monitoring and Evaluation	1	2	3	4	5
Contract monitoring and evaluation system ensure that the objectives of a contract are accomplished in KURA					
Procurement unit ensures implementation of project contracts in KURA					
Monitoring triggers off an effort to search for solutions to the identified threats to the project success					
The supply chain function in KURA are coordinated by the procurement unit in respect of the projects being undertaken					
Contracting in KURA minimizes costs to the procurement entity					
Departures from the terms and conditions of the contract in KURA is reported to the head of the procuring entity by the procurement unit					

10. In what other ways does contract monitor and evaluation influence road construction project implementation in Machakos County, Kenya?

.....

11. To what extent does procurement negotiation influence road construction project implementation in Machakos County, Kenya?

Very great extent ()

Great extent ()

Moderate extent ()

Little extent ()

No extent ()

12. Indicate your level of agreement with the following statements relating to procurement negotiation. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Procurement Negotiation	1	2	3	4
KURA uses pricing and terms to determine the procurement negotiating process				
Parties who negotiate agree in at least one fundamental respect				
Major public policies are the outcome of a complex round of negotiation between interests in KURA				
The best outcome in contract management in KURA depends on what others do and what deals are possible				
Environmental fluctuations influence procurement negotiation in KURA				
KURA builds trust to create a commitment structure that is implemented in stages				

13. In what other ways does procurement negotiation influence road construction project implementation in Machakos County, Kenya?

.....

14. To what extent does choice of procurement procedure influence road construction project implementation in Machakos County, Kenya?

Very great extent ()

Great extent ()

Moderate extent ()

Little extent ()

No extent ()

15. Indicate your level of agreement with the following statements relating to choose of procurement procedure. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Choice of procurement procedure	1	2	3	4
The choice of a procurement method is dictated by the estimated cost in KURA				

The use of an alternative procurement procedure in KURA is adopted if procuring entity is obtained				
A procuring entity is engaged in procurement by means of restricted tendering in KURA				
A procuring entity is engaged in procurement in KURA if works or services to be procured are satisfied				
KURA uses direct procurement				

16. In what other ways does choice of procurement procedure influence road construction project implementation in Machakos County, Kenya?

.....

17. Indicate your level of agreement with the following statements relating to project implementation. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Project implementation	1	2	3	4	5
The Project duration and planning determines the success of implementation in KURA					
The amount of money used in a project determines the success of project implementation in KURA					
Customers are satisfied by properly implemented projects					
Strategy monitoring in KURA creates success of project implementation					
Accountability of project resources in KURA ensures success of implementation					

THANK YOU FOR YOUR TIME!