

**EFFECTS OF PROCUREMENT MANAGEMENT PRACTICES ON
PERFORMANCE OF MARKET DEVELOPMENT PROJECTS
IN MERU COUNTY, KENYA**

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DECLARATION AND APPROVAL

Declaration by the student

This project is entirely my own creation and had not been submitted for a degree at any other university or for any other academic recognition.

Signature  Date --15/05/2024-----

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Approval by the university supervisor

I verify that the student conducted the work outlined in this project under my guidance as the university supervisor.

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DEDICATION

This project is a special dedication to my wife Betty Muthoni, my children Basil, Amaya and Aylah.



ACKNOWLEDGMENT

I wish to acknowledge my supervisor Dr. Jackson Ndolo for his encouragement, guidance and support that enabled me to successfully carry out this research project. I would also like to acknowledge the MKU for giving me an opportunity and an enabling environment to pursue this Master's Degree program. To my family members and friends who challenged, encouraged and inspired me when things were tough, I wish to thank them all.



ABSTRACT

The County government had set out its Integrated Development Plan for the 2018 to 2022 to implement various market development projects to reverse the weak business infrastructure in the county. Meru County intended to expand Nkubu and Ntharene Markets. Imenti North Sub County there were aims to establish a modern retail market at Gakoromone, while Buuri Sub County sought to expand Timau Market. Additionally, Igembe Sub County had plans to expand Kangeta Market. These projects did not get to completion as anticipated. As a result, this study sought to assess the effects of procurement management practices on performance of market development projects in Meru County, Kenya. The study specifically looked at how needs training, contract management, supplier relationship management, and information exchange affect the performance of market development projects in Meru County. Steward theory, Stakeholder Theory and Agency Theory led the research. It adopted a descriptive research design for the research methodology. The study targeted 410 officials directly involved in project implementation as respondents, who were selected using a simple random sampling method. Semi-structured questionnaires were employed as the data collection method for gathering primary data. The data obtained from the questionnaires were analyzed using both descriptive statistics and inferential statistics to draw meaningful conclusions. Descriptive statistics, including mean and standard deviation, were used to analyze the quantitative data. Inferential analyses, such as correlation and regression, were also performed to evaluate the relationships between variables. The regression model coefficients revealed that information sharing, contract management, supplier relationship management, and training needs assessment positively impacted the performance of market development projects in Meru County. However, the effect of contract management was not statistically significant. The study concludes that training needs assessment, contract management, supplier relationship management, and information sharing, as components of procurement management practices, are positively correlated with the performance of market development projects in Meru County, Kenya. The study suggests that the Meru County government should prioritize procurement management practices, as they have a positive effect on the performance of market development projects. Specifically, the study highlights the importance of training needs assessment. This approach ensures that the appropriate individuals are selected for training sessions, helps identify knowledge and skill gaps before they become problematic, aligns training with actual business demands, and equips employees with the necessary skills for their roles. Additionally, the study recommends that Meru County emphasize contract management practices to enhance project performance. This can be achieved by utilizing appropriate validation and certification tools, simplifying the identification of contracts with various suppliers, reducing legal expenses, preventing unexpected service renewals, monitoring key project milestones, and employing automated features and notifications.

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ABBREVIATIONS AND ACRONYMS

ADP	Annual Development Plans
CIDP	County Integrated Development Plan
IT	Information Technology
JIT	Just-In-Time Delivery
MKU	Mount Kenya University
NACOSTI	National Commission for Science, Technology and Innovation
NCA	National Construction Authority
SRM	Supplier Relationship Management
SSE	Small Scale Enterprises
TQM	Total Quality Management



CHAPTER ONE

INTRODUCTION

1.1 Background to Study

The strategies employed in decision-making processes for procurement and the overall management of this process could significantly affect the outcomes of projects. Conforming to various procurement management approaches played a role in influencing both the quality of materials acquired and how efficiently organizations execute their projects (Hong & Kwon, 2018). On a global scale, procurement methods had often been criticized for their complexity and bureaucracy, which pose challenges for companies in achieving their objectives. The effectiveness of supply chain management was diminished as a result of the detrimental effects on supplier morale caused by this perspective. Needs assessments, contract management, information and communication technology (ICT) integration, information sharing, inventory management, and the fostering of supplier relationships are some of the procurement management practices listed by Kirigia (2018).

Procurement had a major bearing on how successful a business was. Odero and Ayub (2017) and Ndei and Mutuku (2021) found that organizations might see an uptick in performance if procurement practices were changed. Businesses often pick for tried-and-true methods of procurement rather to those that would best serve their needs, according to research by Marshall, McCarthy, Claudy, and McGrath (2019). Therefore, it was crucial for companies to select procurement strategies that align with their unique needs and value propositions. The importance of purchasing integration was growing, as it connected procurement processes with business outcomes. Procurement strategies played a pivotal role in achieving organizational success, directly impacting functional efficiency, supply chain performance, and overall performance. To enhance

organizational performance, it was essential to streamline the entire procurement process and implement strategies like green purchasing. These streamlined methods boosted efficiency and foster trust among employees, customers, and stakeholders (Islam, Murad, McMurray & Abalala, 2017).

Transitioning from outdated to modern procurement techniques enabled continuous improvement and benchmarking, comparing a company's performance with industry leaders (Loosemore and Reid, 2019). Procurement had evolved from a routine process to a strategic function that reduced costs and maximizes savings. Consistently benchmarking was recommended for ongoing process improvement, shifting the focus from a company-centric approach to one that also considered the customer's perspective. Procurement should be closely linked with the development and implementation of Sustainable Policy on Purchasing Goods and Services, with a Focus on Including Social and Environmental Factors (Vaidya & Campbell, 2016). A wide variety of performance measurements, including quality, should be used, according to Liu, Xue, Yang, and Shi (2019), efficiency, productivity, profitability, and sustainability to evaluate organizational performance. They stressed the importance of integrating procurement into the broader organizational strategy.

1.1.1 Project Performance

Project performance was defined as the extent to which a project achieves its predetermined objectives, targets, and goals. The process of assessing how efficiently and effectively activities were carried out within the project was known as project performance measurement (Dainty, Cheng & Moore, 2019). In the words of Grau, Back, and Prince (2020), project performance involved the evaluation of project activities, where estimation was the method of measurement, and these activities drive the execution of the project. In essence, project performance served as a metric to gauge

how well a project, when completed, aligned with its predefined objectives, targets, and goals.

Performance measurement was a useful method for assessing performance and giving companies insights into previous project successes and failures, as noted by Barclay and Osei-Bryson (2018) and Mutuku (2019). Future improvements and breakthroughs might be better planned with this knowledge in hand. The importance of measuring project success in enabling benchmarking was also emphasized by Walker and Nogeste (2018). Organizations may find ways to save costs, shorten completion times, and better satisfy project scope by comparing project performance. It was also crucial to properly classify projects according to shared attributes and criteria in order to measure and improve project performance.

Chang and Ibbs (2018) emphasized the crucial role of meeting project requirements in project management. Evaluating this aspect involved creating measures of fit, indicating a complete fulfillment of demands. Customer satisfaction signified meeting customer expectations, achieved through adhering to specifications and delivering what was promised. Chen et al. (2018) argued that project performance measurements provide data for supervisors to exercise control over the project. These measurements was tailored to the organizational level where they promptly instigated changes based on the gathered information.

1.1.2 Procurement Management Practices

Procurement decision-making techniques were the main focus of procurement management practice. In order to maximize organizational value, it included purchasing items for a corporation in accordance with regulations that regulate supplier selection, method selection, and product acquisition (Mokogi, Mairura & Ombui, 2015). According to Quesada et al. (2018), efficiently handling all procurement procedures

allowed for the smooth completion of business activities while also saving money, time, and resources. Ensuring effective procurement management was pivotal for the precise acquisition of goods and services, thereby facilitating the smooth and efficient execution of projects and processes, thus averting costly delays and errors.

Various research studies conducted worldwide had explored different aspects of procurement practices. Beijer's (2012) study in the Netherlands revealed a positive connection between design and supplier performance. Similarly, According to Breedon (2013), an experienced procurement team and suitable key performance indicators are crucial in the English market. The study conducted by Kumar and Markeset (2007) in the Indian oil and gas sector demonstrated a direct correlation between procurement techniques and performance. According to Cho and Pucick (2015), large-scale projects in Hong Kong were successfully managed and finished on schedule and under budget with little corruption, even though corruption was rigorously banned in that city.

In an African setting, Mlinga (2008) found ineffective procurement management in Tanzania, which she ascribed to a dearth of competent personnel. Mlinga recommended looking for procurement managers that have experience in the relevant field. Decisions taken at this stage may not always correspond with procurement processes, and Marco (2013) contended that contract management and procurement should be separate. Important aspects of procurement management that were brought to light in the 2012 research by Oluka and Basheka in Uganda were ineptitude in management techniques and oversight by stakeholders, problems with credibility throughout the procurement cycle, and an absence of political will to oversee contracts. The results provided a solid foundation for better policies and practices in this vital sector.

In a Kenyan study conducted by Waigwa and Njeru (2016), it was determined that the establishment of robust purchase policy framework guidelines was vital for the effective

execution of contracts within government organizations. However, their research indicated that these policies had a comparatively smaller impact when compared to the other two components they investigated in the Kenyan context. The research also underscored the importance of employing strategies such as stakeholder management to enhance the functioning of service marketplaces, thereby enabling public agencies to enhance the efficiency of their procurement processes.

Furthermore, a separate study by Mulwa and Karanja (2015) identified a strong correlation between training and motivation and the success of procurement management. This suggested that staff members must possess the requisite skills and knowledge for effective procurement practices. The study emphasized that regardless of the size or objective of contracts, efficient contract management was indispensable for all public sector agencies. To achieve this, it was imperative for these agencies to establish effective policy frameworks.

A need assessment was a procedure that encompasses project initiation, data collection and analysis, and final production to determine the project's needs (Holton, Bates & Naquin, 2017). In procurement management practices as noted by Schneier, Guthrie, and Olian (2018), the need assessment could evaluate its alignment with the company's objectives. It also served as a systematic process within a project to gauge the current project conditions against the necessary requirements for successful completion. Consequently, the need assessment assisted in establishing performance criteria, as well as identifying the information, skills, and capabilities required by an organization's workforce to meet these goals, while also directing resources to areas of highest demand in projects.

An organization's ability to connect with its end consumers was greatly enhanced by supplier relationship management. According to Jiang, Henneberg, and Naude (2016)

and Ibrahim and Mutuku (2022), it offered a structured method for figuring out what they wanted from their suppliers and for managing the relationships between different companies that were needed to fulfill those wants. To promote cooperation and procurement efficiency, Grudinski, Sintonen, and Hallikas (2019) emphasized the advantages of well-managed supplier-buyer relationships. Consequently, companies significantly impacted a project's overall performance via their evaluation of important procurement procedures and supplier selection, which contributed to successful supply chain management.

According to Kumaraswamy and Anvuur (2018), project managers were able to finish projects on schedule and under budget thanks to a well-organized system for sharing information. This allowed them to make educated judgments and put relevant strategies into action. Improving the overall efficiency and performance of procurement management techniques may be achieved, according to Henderson (2019), by assessing communication protocols and keeping an eye on quality within a project. These models for internal communication analysis were very helpful in figuring out how to deal with the new problems caused by virtual teams and in determining what variables, both internal and external, influence the amount and quality of information exchanged during projects. Managing contracts required engaging in negotiations contract terms and conditions, adhering to compliance, and documenting any deviations that may occur during project execution (Akintoye and MacLeod, 2017). According to Bhardwaj (2019), contract management was the systematic and efficient process of handling contract initiation, execution, and evaluation to optimize financial and operational performance while minimizing risks. Consequently, contract management was a common practice for businesses to engage contractors or suppliers in some capacity to

assist in delivering services or products that meet specified standards as outlined in various agreements.

1.1.3 Market projects in Meru County

Several factors in Kenya impact the performance of projects, including corruption, political influences, financial misappropriation, misaligned priorities, tribalism, nepotism, and limited technological advancements (World Bank, 2012). According to a report by UNDP (2010) that aimed to identify the reasons behind the failure of many public sector projects, factors like nepotism and tribalism hinder performance of the project, while the new constitution had taken steps to address nepotism, these issues still persist in Kenya today. Additionally, the new constitution had contributed to development by establishing devolution, resulting in the creation of Meru County and 46 other counties. With a focus on devolution, development projects had been brought closer to the people, particularly benefiting marginalized regions and individuals at the grassroots level.

According to a report issued by the Government of Kenya (GOK, 2014), there had been noticeable improvements in various sectors, such as infrastructure, water projects, mining activities, education, and healthcare services, despite the persistent issue of nepotism. Additionally, county governments had gained more autonomy in planning and executing development initiatives, collecting taxes for funding projects, and ensuring a steady flow of resources. The national government had also allocated deficit budgets based on factors like population and needs (Republic of Kenya, 2013).

However, project performance in the counties fell short of expected standards due to several factors. There was insufficient personnel, unclear institutional regulations and internal communication channels, and little to no incentive for prompt payments (or none at all). These issues had significantly contributed to project failures and delays. It

was noteworthy that the country faced a major challenge in terms of procurement management practices in government projects, and there had been no studies focusing on this area to provide recommendations for addressing the situation. This study sought to address practices that may help in improved performance of government projects in Kenya by looking at market projects in Meru County.

In order to facilitate the development of better market infrastructure throughout all nine of Meru's Sub Counties, the county government implemented a number of initiatives. The Nkubu and Ntharene Markets in Imenti South Sub County, for example, were slated for expansion. The goal of Imenti North Sub County was to construct a contemporary shopping center in Gakoromone, while the goal of Buuri Sub County was to enlarge Timau Market. Also, there were intentions to develop Kangeta Market in Igembe Sub County. During the five-year plan, Meru County's ADP included the progress of neighboring Sub Counties like Tigania East and Tigania West. Even though the allotted time had passed, the vast majority of these projects were still in some stage of development, and in the case of a few, the contractors had already abandoned ship owing to nonpayment. Against this backdrop, the purpose of this research was to examine how procurement management techniques impacted the success of similar projects in Meru County.

1.2 Statement of the Problem

Numerous contractors had faced challenges or underperformed, especially in construction and maintenance projects (Mashwama, Mushatu & Aigbavboa, 2018). This had prompted governmental intervention, including the implementation of performance contracts and the establishment of oversight authorities to monitor contractor performance closely. Conversely, inadequate government project performance was attributed to issues like deficient financial management and subpar service delivery to

citizens (Dwomoh & Amoah, 2021; Ibrahim & Mutuku, 2022). Evaluating a market project contractor's performance could involve various methods, including assessments of time, cost, and other performance indicators.

The primary reasons for contractor failures often stemmed from issues with resource management, and occasionally, political interference (Chilala & Mulenga, 2017). Additionally, a multitude of factors and occurrences contribute to these challenges.

In the County Integrated Development Plan 2018-2022, the Meru County government had proposed several Market construction projects, such as the Gakoromone Modern Retail Markets, expanding Ntharene Market, Timau Market, and Nkubu and Kangeta. Regrettably, these projects were not completed, with some left unfinished and unused. A study by Tabassi, Abdullah, and Bryde (2019) examined procurement practices in the Malaysian construction industry and their impact on project performance, specifically focusing on how these practices affected project progress. Similarly, Njaombe (2022) explores the impact of procurement practices on the performance of county governments in Kenya. The study suggested that inventory management, procurement planning, supplier management, and contract management were positively correlated with the performance of county governments.

However, it was crucial to note that Tabassi, Abdullah, and Bryde (2019) study relied on secondary data and might not have addressed specific research needs. Thus, the present study aimed to investigate how procurement management practices influence the performance of market development projects in the Meru County Government, with a particular focus on addressing the gaps identified in previous research.

1.3 purpose of the Study

The main purpose of this study was to assess the effects of procurement management practices on performance of market development projects in Meru County, Kenya

1.4 Specific Objective

This study was guided by the following specific study objectives;

- i. To examine the effect of needs assessment performance of market development projects in Meru County, Kenya
- ii. To establish how contract management affect performance of market development projects in Meru County, Kenya
- iii. To determine the effect of supplier relationship management on performance of market development projects in Meru County, Kenya
- iv. To find how information sharing affect performance of market development projects in Meru County, Kenya

1.5 Research Questions

- i. What was the effect of needs assessment on performance of market development projects in Meru County, Kenya?
- ii. To what extent did contract management affect performance of market development projects in Meru County, Kenya?
- iii. How did supplier relationship management affect performance of market development projects in Meru County, Kenya?
- iv. What was the effect of information sharing on performance of market development projects in Meru County, Kenya?

1.6 Significance of the Study

The procurement management team had the opportunity to enhance their comprehension of how procurement management techniques influence project outcomes. The research's discoveries aided the team in making informed decisions to enhance the effectiveness of national road development projects. Furthermore, this study offered valuable insights to policymakers seeking to formulate effective strategies

for addressing the influence of procurement management practices on the performance of market development projects in Meru County. A deeper grasp of the consequences of procurement management methods was likely to yield positive outcomes for projects nationwide.

Moreover, this research held potential significance within academic circles as it could serve as a reference and source of literature. To deepen our knowledge of how procurement management strategies affect project management, it also helped future researchers suggest study topics to investigate.

1.7 Scope of the Study

Market development initiatives in Kenya's Meru County were the focus of this study, which sought to understand how procurement management methods affected project outcomes. It zeroed in on how various market development project management practices—including requirements gathering, contract administration, supplier relationship management, and information sharing—affect project outcomes. The study involved surveying 410 workers directly engaged in market project development within the county. To gather data on the subject, the study employed the Likert scale as a basis for a semi-structured questionnaire. The study examined market projects carried out between 2018 and 2022.

1.8 Limitation of the Study

The researcher expected to face certain challenges during the study, such as the reluctance of respondents to provide the required information due to concerns that the study may portray a negative image or lead to victimization. The researcher overcame this issue by making the study's objective very obvious and providing responses with a data collecting letter sent by administration, which proved that the research was done for academic reasons alone.

The difficulty in obtaining the required data was another possible shortcoming of the research. This information may not be easily accessible to the general public as the research concentrated on important data about procurement. In order to circumvent this restriction and get the necessary data from the intended respondents, the researcher contacted the administrative branch of the Meru County Government for authorization.

A third limitation of the study was the potential bias of the respondents. There was no definitive measure to determine whether respondents were providing accurate information during data collection, and they tend to favor their place of work and present information based on their performance rather than the actual reality. To address this limitation, the study carefully scrutinized the gathered information before data analysis and disregard questionnaires that appeared biased toward one particular response. Additionally, the study subjected the analyzed information to reliability tests to ensure accuracy.

1.9 Delimitations of the Study

All other counties or areas in Kenya were not included in the research; it was solely applicable to Meru County. This made sure that the probe was narrowly focused on the circumstances in Meru County. This research did not look at every possible technique; instead, it focused on needs assessment, contract management, information exchange, and supplier relationship management. The performance of market development projects was influenced by external factors beyond procurement management practices, such as economic conditions, political stability, or market trends. These external factors was not be fully controlled or accounted for in the study.

1.10 Assumptions of the Study

The study's foundational assumptions were that the initiatives in question had the financial resources to carry out their proposed activities, human, and material resources

required for successful performance, it was also assumed that key stakeholders, including county government leadership, community members, project managers, and beneficiaries, were committed to the success of the market development projects. The study further assumed that there was active engagement and participation of the local community in the planning and execution of the projects, ensuring relevance and sustainability.

1.11 Operational Definition of Terms

Contract management	Contract management alludes to the organization of contracts with buyers, sellers, accomplices, or workers.
Information sharing	Describes data communication between diverse organizations, people, and technologies.
Procurement management practice	Are responsible for directing all cycles included in the securing of items, materials, merchandise, and services.
Project Performance	Achievement of a particular task as evaluated against predetermined criteria of precision, comprehensiveness, expenditure, and swiftness.
Supplier relationship management	Refers to a methodical technique of appraising vendors who supply an organization with commodities, materials, and services.
Need assessment	Process of determining one's current level of knowledge, ability, and competency and comparing it to the needed or set standards within an organization.

CHAPTER TWO

LITERATURE REVIEW

2.0 introduction

This chapter laid forth the theoretical underpinnings of the research, provided an overview of the empirical literature that was informed by the study's variables, and provided a framework for understanding the relationships between the study's independent and dependent variables.

2.1 Theoretical Review

According to Donaldson and Davis' (1991 & 1993) steward theory, Freeman's (1984) stakeholder theory, and Michael's (1970) agency theory, this research was conducted.

2.1.1 Stewardship Theory

Stewardship theory, as articulated by Donaldson and Davis in their seminal works from 1991 and 1993, offers a profound and insightful perspective on the intricate dynamics between organizational ownership structures and corporate governance mechanisms. This theoretical framework emerged as a significant and compelling alternative to the prevailing Agency Theory, which had long dominated the discourse on corporate governance (Donaldson & Davis, 1991; Donaldson & Davis, 1993). Central to stewardship theory is the notion that stewards are entrusted with the paramount responsibility of advancing shareholder value by diligently safeguarding and enhancing the firm's resources through effective performance (Donaldson & Davis, 1991).

Within this conceptual framework, stewards are depicted as proactive and conscientious leaders whose primary commitment lies in the protection and augmentation of profits for the benefit of shareholders. Unlike the Agency Theory, which posits a fundamental conflict of interest between managers and shareholders, stewardship theory assumes that managers are inherently motivated to act in the best interests of the company and its

shareholders (Donaldson & Davis, 1993). This theoretical perspective underscores the managerial role as stewards, emphasizing their objectives and priorities as being deeply intertwined with the overarching interests of the company (Davis, Schoorman, & Donaldson, 1997).

A cornerstone of stewardship theory is the emphasis on governance structures that actively involve stewards and afford them substantial autonomy, predicated on a foundation of trust and accountability (Donaldson & Davis, 1991; Davis et al., 1997). This autonomy is not perceived as a lack of oversight but rather as a recognition of the stewards' intrinsic motivation to act in the best interest of the organization. By fostering an environment of trust, organizations can harness the full potential of their managers, allowing them to operate with a high degree of independence and discretion (Davis et al., 1997). This autonomy is crucial for enabling stewards to make decisions that optimize shareholder returns and drive organizational performance.

Stewardship theory posits that employees, when entrusted with autonomy and responsibility, are more likely to exhibit behaviors that align with the goals of the organization. This perspective challenges the conventional wisdom of excessive monitoring and control, suggesting that such measures may, in fact, be counterproductive (Donaldson & Davis, 1991). Instead, stewardship theory advocates for governance structures that empower managers and employees, thereby fostering a culture of trust and mutual accountability (Davis et al., 1997).

Moreover, stewardship theory carries significant implications for an organization's procurement management practices. Managers, as stewards, are tasked with the imperative responsibility of ensuring consistent and exemplary performance across all dimensions of the organization (Donaldson & Davis, 1991). This responsibility extends to the procurement function, where managers must ensure that resources are utilized

efficiently and effectively to maximize shareholder value (Davis et al., 1997). By aligning the interests of managers with those of shareholders, stewardship theory suggests that organizations can achieve superior performance and sustained competitive advantage.

Within the purview of stewardship theory, managers employed by public entities such as the County Government of Meru are conceptualized as stewards whose actions are intrinsically aligned with the interests and welfare of their beneficiaries, who serve as the principal stakeholders (Donaldson & Davis, 1991). Consequently, these managers derive fulfillment and satisfaction from the County Government of Meru's role in providing a conducive and enabling market environment for its citizens (Davis et al., 1997). This hypothesis retains its relevance and significance within the context of the review, as it underscores the critical importance of empowering and enabling employees to operate autonomously in order to maximize shareholder returns and optimize organizational performance (Donaldson & Davis, 1991).

Thus, the conceptual framework advocated by stewardship theory underscores the imperative of conducting comprehensive needs assessments to empower employees to act independently and autonomously, thereby driving and enhancing shareholder profits and organizational success (Davis et al., 1997). This approach contrasts sharply with the traditional views of control and oversight, suggesting instead that the true potential of an organization can only be realized when employees are trusted and empowered to act in the best interests of the company (Donaldson & Davis, 1991).

In summary, stewardship theory provides a robust framework for understanding the complex interplay between organizational frameworks' ownership arrangements and corporate governance procedures. By emphasizing the role of managers as stewards, this theory offers a compelling alternative to the dominant Agency Theory paradigm,

highlighting the importance of trust, autonomy, and accountability in driving organizational performance and shareholder value (Donaldson & Davis, 1991; Donaldson & Davis, 1993). As such, stewardship theory remains a pivotal and noteworthy contribution to the field of corporate governance, with significant implications for both theory and practice (Davis et al., 1997).

2.1.2 Stakeholder Theory

Freeman's introduction of the stakeholder theory in 1984 marked a significant paradigm shift in organizational management, proposing that individuals within any group, organization, or initiative primarily act in alignment with their own self-interests (Freeman, 1984). This theory, intricately woven into the fabric of project management, delved deeply into the art of managing stakeholder relationships to achieve desired project outcomes. It meticulously analyzed the myriad demands, interests, and preferences of stakeholders, as well as the strategic actions they undertake to fulfill them (Freeman, 1984). According to this framework, project managers bore the weighty responsibility of ensuring the holistic satisfaction of all stakeholders throughout the project's lifecycle, while simultaneously adeptly navigating stakeholder interests and relationships to secure long-term project success (Freeman, 1984).

Over time, Freeman's seminal theory has undergone nuanced evolution and refinement, notably by scholars like Donaldson and Preston in 1995, who further underscored the imperative of treating all stakeholders with respect and addressing their preferences, thereby aligning with Freeman's overarching ethos of benefiting all stakeholders (Donaldson & Preston, 1995). This refinement emphasized that stakeholder management is not merely about fulfilling contractual obligations but about fostering trust and long-term cooperation (Donaldson & Preston, 1995). Jones (2016) reinforced

this notion by expanding the stakeholder concept to include the organization itself as a stakeholder entity, endowed with its own unique interests, needs, and perspectives that demand careful management (Jones, 2016). This expanded view underscores the pivotal significance of actively engaging stakeholders, recognizing that their involvement could wield profound influence on project outcomes (Jones, 2016).

However, it was not merely enough to engage stakeholders; cultivating positive and mutually beneficial relationships with them, particularly those not represented by junior staff members, emerged as a critical imperative (Jones, 2016). Given that effective stakeholder engagement transcended departmental boundaries and intersected with various project functions, the role of the project manager becomes indispensable in maintaining organizational cohesion and orchestrating the synchronized actions of the project team (Jones, 2016). The project manager must navigate complex stakeholder dynamics, ensuring that all voices are heard and that the project progresses smoothly without conflicts of interest derailing the process (Jones, 2016).

Amidst the acclaim for stakeholder theory, critics like Teppo posed valid challenges, contending that it oversimplifies the complex dynamics of group functioning (Teppo, 2018). They argued that organizations, in essence, were neutral canvases, subject to the competing influences of various entities vying for control, with relatively few intrinsic interests (Teppo, 2018). This critique highlights the potential oversights in stakeholder theory, particularly regarding the power imbalances and conflicts that can arise within organizations (Teppo, 2018). Critics suggest that stakeholder theory may not fully account for the strategic maneuvering and power struggles that characterize organizational life, thus requiring a more nuanced understanding of these dynamics (Teppo, 2018).

The stakeholder theory posited that an organization's prosperity hinged fundamentally upon its adept management of relationships with a diverse array of stakeholders, spanning residents, suppliers, governmental bodies, religious institutions, and beyond (Freeman, 1984). This approach suggests that by addressing the needs and concerns of a broad stakeholder base, organizations can achieve sustainable success and mitigate risks (Freeman, 1984). These theoretical constructs bore profound implications for our ongoing research endeavors, as they underscored the critical importance of effectively managing agreements and facilitating transparent information sharing with stakeholders (Freeman, 1984). Effective stakeholder management requires robust communication strategies and the ability to negotiate and mediate conflicts to maintain harmonious relationships (Jones, 2016).

The stakeholder theory's relevance extends beyond project management to broader organizational contexts, where the management of stakeholder relationships can influence overall corporate strategy and performance (Donaldson & Preston, 1995). Organizations that excel in stakeholder management are often better positioned to navigate the complexities of modern business environments, characterized by rapid change and increasing scrutiny from various interest groups (Donaldson & Preston, 1995). This approach aligns with the principles of corporate social responsibility, where businesses are expected to act ethically and consider the broader impacts of their actions on society and the environment (Jones, 2016).

In practice, implementing stakeholder theory involves identifying key stakeholders, understanding their interests and concerns, and developing strategies to engage them effectively (Freeman, 1984). This process requires ongoing dialogue and collaboration, ensuring that stakeholders are informed and involved in decision-making processes that affect them (Jones, 2016). Successful stakeholder engagement can lead to enhanced

trust, improved reputation, and increased support for organizational initiatives (Jones, 2016).

Despite its many advantages, stakeholder theory also presents challenges, particularly in balancing conflicting interests and managing the expectations of diverse groups (Teppo, 2018). Organizations must navigate these complexities with sensitivity and skill, ensuring that stakeholder engagement efforts are genuine and not merely symbolic (Teppo, 2018). Critics argue that superficial engagement can lead to disillusionment and distrust among stakeholders, ultimately undermining the organization's objectives (Teppo, 2018).

In conclusion, Freeman's stakeholder theory represents a paradigm shift in organizational management, emphasizing the importance of managing relationships with a diverse array of stakeholders to achieve long-term success (Freeman, 1984). While the theory has undergone significant refinement and evolution, its core principles remain relevant and influential in contemporary organizational practices (Donaldson & Preston, 1995; Jones, 2016). However, as with any theoretical framework, it is essential to recognize its limitations and consider the complexities of real-world applications (Teppo, 2018). By addressing these challenges and leveraging the strengths of stakeholder theory, organizations can enhance their capacity to navigate the complexities of modern business environments and achieve sustainable success (Freeman, 1984; Jones, 2016).

2.1.3 Agency Theory

According to Eisenhardt's 1989 observation, agency theory originated in the 1960s and 1970s. However, its theoretical roots lie in financial risk analysis, where it first attempted to solve a common problem in organizational dynamics: the effect of

misalignment between individual and group goals on risk-taking (Eisenhardt, 1989). The contemporary iteration of agency theory drew heavily from seminal works such as those by Mitnick (1973) and Ross (1973), extending its application beyond rudimentary contractual arrangements to encompass diverse domains, including political theory and economics (Mitnick, 1973; Ross, 1973). Central to this theoretical framework was the concept of asymmetric information and the principal-agent relationship, where one party, known as the principal, delegated tasks and responsibilities to another party, referred to as the agent, within the organizational structure (Jensen & Meckling, 1976; Ross, 1973; Eisenhardt, 1989).

In scenarios characterized by task complexity or where the actions of the agent were challenging to monitor, the principal becomes increasingly vulnerable to potential exploitation by the agent. Often, agents could exploit this lack of oversight to engage in opportunistic behaviors or misrepresent their capabilities (Bergen, Dutta, & Walker, 2017). To address these challenges, secret action models were employed to inform the design of contractual agreements, which serve as mechanisms to mitigate moral hazard and incentivize the agent to act in the best interests of the principal (Eisenhardt, 1989). These models underscore the importance of carefully structured contracts that align the interests of agents with those of principals, thereby reducing the likelihood of agency problems (Bergen et al., 2017).

The theoretical underpinning of agency theory rests on the assumption that agents and principals have inherently different risk preferences and information asymmetries, which can lead to conflicting interests. According to Celly and Frazier (2016), there existed a common perception that managers were inherently risk-neutral, while agents tend to exhibit risk-averse tendencies (Celly & Frazier, 2016). However, they argued that this perception was flawed, as it overlooks fundamental differences in how risks

were perceived and assessed by each party (Celly & Frazier, 2016). While managers may possess greater flexibility to align their interests with those of the principal, agents often relied more heavily on regulatory frameworks and exhibited a heightened aversion to engaging in improper conduct due to the constraints imposed by their role within the principal-agent relationship (Celly & Frazier, 2016).

Agency theory posits that information asymmetry and divergent interests between principals and agents necessitate governance mechanisms to align their objectives. These mechanisms include performance-based incentives, monitoring systems, and bonding arrangements designed to mitigate the risk of opportunistic behavior by agents (Jensen & Meckling, 1976). For example, performance-based incentives align the agent's remuneration with the principal's goals, thereby motivating the agent to act in the principal's best interest (Jensen & Meckling, 1976). Monitoring systems, such as regular audits and performance reviews, reduce information asymmetry by providing the principal with more accurate information about the agent's actions (Eisenhardt, 1989). Bonding arrangements, which involve agents committing resources or agreeing to penalties for non-compliance, further ensure that agents remain aligned with the principal's interests (Jensen & Meckling, 1976).

Furthermore, the theory highlights the role of reputation and career concerns as natural checks on agent behavior. Agents, aware that their future employment opportunities and career progression depend on their current performance and reputation, may be less likely to engage in opportunistic behavior (Eisenhardt, 1989). This self-regulating mechanism complements formal governance structures by leveraging the agent's long-term interests to align with the principal's goals (Eisenhardt, 1989). Thus, agency theory provides a comprehensive framework for understanding and addressing the inherent conflicts in principal-agent relationships (Bergen et al., 2017).

Critics of agency theory, however, argue that it overemphasizes the conflict between principals and agents and fails to account for instances where their interests naturally align (Teppo, 2018). They contend that the theory's focus on self-interest and opportunism may lead to overly rigid and costly monitoring and control systems, which can stifle creativity and initiative (Teppo, 2018). Additionally, some scholars suggest that agency theory's assumptions about human behavior, such as the presumption of inherent self-interest, may not always hold true in practice, particularly in organizations with strong cultures of trust and collaboration (Teppo, 2018).

Despite these criticisms, agency theory remains a pivotal framework in organizational studies, providing valuable insights into the design of effective governance mechanisms (Eisenhardt, 1989). Its application extends beyond corporate governance to various fields, including public administration, healthcare, and education, where principal-agent relationships are prevalent (Mitnick, 1973). In these contexts, agency theory helps in understanding how to align the interests of diverse stakeholders and ensure that agents act in ways that promote overall organizational effectiveness (Ross, 1973).

The practical implications of agency theory are profound, influencing how organizations structure contracts, design incentive systems, and implement monitoring mechanisms (Jensen & Meckling, 1976). For instance, in the context of executive compensation, agency theory informs the design of remuneration packages that tie executives' pay to the company's performance, thereby aligning their interests with those of shareholders (Jensen & Meckling, 1976). Similarly, in the realm of public administration, the theory guides the development of accountability frameworks that ensure government officials act in the public's best interest (Mitnick, 1973).

Moreover, the theory's emphasis on information asymmetry has led to innovations in corporate reporting and transparency. Organizations increasingly adopt comprehensive

disclosure practices to reduce information gaps between management and stakeholders, thereby enhancing trust and reducing the potential for opportunistic behavior (Eisenhardt, 1989). This trend towards greater transparency is evident in the rise of environmental, social, and governance (ESG) reporting, which provides stakeholders with a holistic view of the company's performance and impact (Bergen et al., 2017).

In summary, agency theory offers a robust framework for understanding the complexities of principal-agent relationships and the mechanisms necessary to align their interests. Despite its limitations and criticisms, the theory's insights into information asymmetry, incentive design, and governance structures remain highly influential in both academic research and practical application (Eisenhardt, 1989). By addressing the challenges posed by divergent interests and information gaps, agency theory continues to inform the development of effective organizational practices that enhance performance and accountability (Jensen & Meckling, 1976).

2.2 Empirical Review

Here, using the study variable as a framework, we looked at what other researchers had done in the same way.

2.2.1 Needs Assessment

Sollish and Semanik (2017) emphasized that the performance of the procurement process in the public system is significantly impacted, either directly or indirectly, by the objectives, aims, expectations, and satisfaction of the customers (Sollish & Semanik, 2017). This assertion underscores the intricate relationship between customer satisfaction and procurement efficiency, highlighting the importance of aligning procurement practices with customer needs. According to Nuwagaba et al. (2021), one of the most critical aspects of the procurement process involves selecting the

appropriate means of payment, thoroughly reviewing all outputs of the procurement process, and understanding the unique requirements of the requester (Nuwagaba et al., 2021). This comprehensive approach ensures that procurement activities meet the specific demands of stakeholders, thereby enhancing overall satisfaction and efficiency. Odhiambo, Ngacho, and Nyaboga (2020) highlighted the significance of requirements assessment as a guiding framework in procurement management. They noted that such assessments encourage creativity throughout the procurement process (Odhiambo, Ngacho, & Nyaboga, 2020). This perspective aligns with the broader organizational goal of fostering innovation and continuous improvement. Additionally, the researchers pointed out that needs assessment not only assures product quality through third-party certification but also promotes transparency and clarity throughout the procurement process (Odhiambo et al., 2020). These elements are crucial for maintaining stakeholder trust and ensuring the integrity of procurement activities.

The research conducted by Laban, Thuo, and Mutegi (2017) aimed to evaluate the influence of completing a training needs assessment on the overall performance of governmental organizations in Kenyan counties, using Nairobi City County as a case study (Laban, Thuo, & Mutegi, 2017). The primary goal was to determine how training needs assessment affects overall business performance. The study surveyed 661 employees and found that understanding training needs is one of the most critical factors in determining an organization's performance (Laban et al., 2017). Their recommendation emphasized the necessity of evaluating the knowledge, skills, and abilities required by specific occupational groups as part of a comprehensive training needs assessment. This review would then define the company's level of performance, enabling the workforce to identify the requisite competencies and certifications needed (Laban et al., 2017).

Ejakait (2016) investigated how needs assessment affected employee productivity in the Kenyan postal service in Bungoma County. The study's target population consisted of 50 employees, and the research utilized a survey-based design (Ejakait, 2016). Data collection was facilitated through questionnaires, revealing a significant gap in the organization's processes, as it was observed that the firm did not conduct a training needs assessment before establishing training programs or selecting personnel for training opportunities (Ejakait, 2016). Despite the organization's ongoing commitment to training, the research indicated a lack of focus on individual training needs assessments, leading to uncertainty among workers regarding performance evaluations and training considerations (Ejakait, 2016). Based on these findings, it was recommended that the organization prioritize the necessity of performing a training needs assessment prior to implementing training initiatives (Ejakait, 2016).

Alnidawy (2015) conducted a study on the Jordanian healthcare system, aiming to understand how identifying training requirements influences the efficiency of the training process and boosts performance at both individual and organizational levels (Alnidawy, 2015). The research employed a comprehensive questionnaire to gather data, concluding that identifying training deficiencies significantly improves individual and organizational performance (Alnidawy, 2015). The goal of assessing training needs is to determine whether the training can effectively meet the organization's requirements, goals, and challenges (Alnidawy, 2015). Human resource management is a crucial component of any business, and managers play a key role in achieving organizational objectives. Therefore, they must utilize training to cultivate and enhance their personnel (Alnidawy, 2015).

The findings from these studies collectively underscore the importance of a thorough needs assessment in various organizational contexts. Sollish and Semanik (2017)

emphasize the impact of customer satisfaction on procurement processes, suggesting that procurement strategies should be closely aligned with customer expectations to enhance performance (Sollish & Semanik, 2017). Nuwagaba et al. (2021) highlight the critical role of selecting appropriate payment methods and understanding requester requirements in procurement efficiency (Nuwagaba et al., 2021). These insights suggest that a meticulous approach to procurement can significantly enhance organizational outcomes.

Odhiambo, Ngacho, and Nyaboga (2020) further illustrate that a robust requirements assessment framework can foster creativity and ensure product quality through certification, thereby promoting transparency and clarity in procurement (Odhiambo et al., 2020). This perspective aligns with the broader goal of fostering a culture of continuous improvement and innovation within organizations.

Laban, Thuo, and Mutegi (2017) provide empirical evidence on the positive impact of training needs assessments on organizational performance in governmental contexts (Laban et al., 2017). Their findings suggest that a comprehensive evaluation of training needs can significantly enhance the knowledge, skills, and abilities of the workforce, thereby improving overall business performance (Laban et al., 2017). Similarly, Ejakait (2016) highlights the importance of addressing individual training needs to enhance employee productivity, emphasizing the need for organizations to prioritize needs assessments before implementing training programs (Ejakait, 2016).

Alnidawy's (2015) study on the Jordanian healthcare system provides further support for the positive impact of identifying training requirements on both individual and organizational performance (Alnidawy, 2015). The research underscores the importance of aligning training programs with organizational goals and challenges to achieve optimal performance outcomes (Alnidawy, 2015).

These studies collectively highlight the critical importance of needs assessments in enhancing organizational performance across various contexts. They suggest that a thorough understanding of customer expectations, stakeholder requirements, and employee training needs can significantly improve procurement processes, organizational performance, and employee productivity. These insights underscore the need for organizations to adopt a comprehensive and systematic approach to needs assessments to achieve their strategic objectives.

In conclusion, the research literature emphasizes the pivotal role of needs assessments in various organizational domains, including procurement, training, and human resource management. Sollish and Semanik (2017) highlight the impact of customer satisfaction on procurement performance, while Nuwagaba et al. (2021) and Odhiambo et al. (2020) emphasize the importance of understanding stakeholder requirements and fostering creativity in procurement processes (Sollish & Semanik, 2017; Nuwagaba et al., 2021; Odhiambo et al., 2020). Laban et al. (2017) and Ejakait (2016) provide empirical evidence on the positive impact of training needs assessments on organizational performance and employee productivity (Laban et al., 2017; Ejakait, 2016). Alnidawy (2015) underscores the importance of aligning training programs with organizational goals to achieve optimal performance outcomes (Alnidawy, 2015). These findings collectively suggest that organizations can achieve significant performance improvements by adopting a comprehensive and systematic approach to needs assessments.

2.2.2 Contract Management

Contract management encompasses a wide range of activities, leading to multiple definitions from various perspectives. It involves several key components, including

negotiating contract terms, ensuring compliance, documenting changes, and handling deviations from the original contract (Vander Will, 2013). Effective contract management also involves evaluating vendor performance against established contracts to ensure the successful completion of projects (Vander Will, 2013). In today's business landscape, where companies are narrowing their pool of suppliers, managing a single supplier contract requires strategic decision-making, as this supplier becomes the sole source for necessary products or services critical for the organization's operations (Hugos, 2011).

Maintaining a robust system for monitoring company performance is essential for supplier management within the framework of agreed-upon contracts. As Hugos (2011) suggested, companies routinely gather data on supplier performance at various contract stages, establishing specific performance criteria (Hugos, 2011). Based on these assessments, firms should identify underperforming suppliers and take corrective actions to improve their performance (Hugos, 2011). Suppliers themselves actively track their performance and proactively take corrective measures at an early stage, thereby ensuring that they meet the established standards and contribute to the overall success of the projects (Hugos, 2011).

Research conducted by Mutua, Waiganjo, and Oteyo (2015) examined the influence of contract management on project outsourcing in central production plants located in Nairobi County, Kenya. This study targeted medium-sized manufacturing companies headquartered in Nairobi, with a response rate of 90.91 percent as 20 out of 22 companies responded (Mutua, Waiganjo, & Oteyo, 2015). The research highlighted a widespread practice of outsourcing projects, particularly in areas such as product development, advertising, and data innovation (Mutua et al., 2015). The findings suggested that the overall performance of the projects was positively impacted by

effective contract management, indicating that well-managed contracts are crucial for the success of outsourced projects (Mutua et al., 2015).

Salome (2018) investigated how house development projects in Nairobi City County fared concerning the methods used for contract management. The study involved 66 members of the NCS housing development supervision teams, with primary data gathered via a survey (Salome, 2018). The results indicated a substantial positive association between the techniques of contract administration and the success of the projects (Salome, 2018). This suggests that adopting robust contract management techniques can significantly enhance the performance and outcomes of housing development projects, emphasizing the need for meticulous contract oversight and management practices (Salome, 2018).

Nsanzimana and Mulyungi (2020) conducted a study to determine the impact of contract management techniques on the completion of the Kigali Road construction projects, focusing specifically on the Rwandex-Remera Road Construction Project. This study utilized descriptive research methods and included 62 participants selected from a small population, necessitating a census sampling technique (Nsanzimana & Mulyungi, 2020). Participants included customers, project managers, RTD staff, and external contractors. The study concluded that there was a significant and positive correlation between effective contract management processes and the successful completion of the road construction project (Nsanzimana & Mulyungi, 2020). These findings highlight the critical role of contract management in ensuring the timely and efficient completion of large-scale infrastructure projects (Nsanzimana & Mulyungi, 2020).

Effective contract management is essential for aligning the objectives of all parties involved in a contract and ensuring that project goals are met. According to Sollish and Semanik (2017), the performance of the procurement process in the public system is

significantly impacted by the objectives, aims, expectations, and satisfaction of the customers (Sollish & Semanik, 2017). This emphasizes the need for procurement professionals to closely align their strategies with customer needs to enhance satisfaction and ensure successful project outcomes (Sollish & Semanik, 2017).

Nuwagaba et al. (2021) further emphasized the importance of selecting appropriate payment methods and understanding the unique requirements of the requester in the procurement process (Nuwagaba et al., 2021). These elements are critical for ensuring that procurement activities meet the specific demands of stakeholders, thereby enhancing overall satisfaction and efficiency (Nuwagaba et al., 2021). Odhiambo, Ngacho, and Nyaboga (2020) highlighted the significance of requirements assessment as a guiding framework in procurement management, noting that such assessments encourage creativity and ensure product quality through third-party certification (Odhiambo et al., 2020). This promotes transparency and clarity in procurement processes, which are essential for maintaining stakeholder trust and ensuring the integrity of procurement activities (Odhiambo et al., 2020).

Contract management also involves continuous monitoring and adaptation to changing circumstances. This dynamic approach allows for adjustments in response to evolving project needs and external conditions, ensuring that contracts remain relevant and effective throughout their lifecycle (Vander Will, 2013). The ability to adapt and respond to changes is particularly important in complex projects, where unforeseen challenges and opportunities may arise (Vander Will, 2013).

Furthermore, the role of technology in contract management cannot be overstated. Modern contract management systems leverage advanced technologies such as artificial intelligence (AI) and machine learning to automate and streamline various aspects of the contract lifecycle, from drafting and negotiation to performance monitoring and

compliance management (Hugos, 2011). These technologies enhance efficiency, reduce the risk of errors, and provide valuable insights through data analytics, enabling organizations to make more informed decisions (Hugos, 2011).

In addition to technological advancements, the importance of stakeholder engagement in contract management is paramount. Effective communication and collaboration with stakeholders throughout the contract lifecycle help to ensure that their needs and expectations are adequately addressed, fostering a sense of ownership and commitment to the project's success (Mutua et al., 2015). This collaborative approach not only enhances the quality of the contract outcomes but also builds stronger relationships with stakeholders, which can be beneficial for future projects (Mutua et al., 2015).

The impact of contract management on organizational performance extends beyond individual projects. It contributes to the overall strategic goals of the organization by ensuring that resources are used efficiently, risks are managed effectively, and value is maximized from contractual relationships (Salome, 2018). Organizations with robust contract management practices are better positioned to achieve their strategic objectives and maintain a competitive edge in the market (Salome, 2018).

Moreover, the ethical considerations in contract management are crucial for maintaining integrity and trust in contractual relationships. Organizations must adhere to ethical standards and practices in all aspects of contract management, from negotiation and execution to monitoring and enforcement (Nsanzimana & Mulyungi, 2020). Upholding ethical principles ensures transparency, fairness, and accountability, which are essential for building and sustaining trust with stakeholders (Nsanzimana & Mulyungi, 2020).

In conclusion, contract management is a multifaceted discipline that plays a critical role in the successful execution of projects and the achievement of organizational objectives. The integration of advanced technologies, stakeholder engagement, continuous

monitoring, and ethical practices are essential components of effective contract management (Vander Will, 2013; Hugos, 2011; Mutua et al., 2015; Salome, 2018; Nsanzimana & Mulyungi, 2020). By adopting a comprehensive and systematic approach to contract management, organizations can enhance performance, foster innovation, and ensure the successful completion of their projects. The insights gained from various studies underscore the importance of contract management in diverse contexts, highlighting its impact on procurement processes, project outsourcing, housing development, and large-scale infrastructure projects. These findings collectively suggest that effective contract management is a key driver of organizational success and a critical enabler of strategic objectives.

2.2.3 Supplier Relationship Management

The effect of provider links on the visibility of limited scope enterprises was studied by Mumelo et al. (2017) in Bungoma Town, Kenya. The goal of the review was to determine the importance of provider connections for small and medium-sized enterprise (SME) deployment in Bungoma Town. The assessment was conducted using a relationship setting, with a sample population consisting of 1,011 company owners (Mumelo et al., 2017). Data were collected through a poll, supplemented with information from large corporations' records, mobile firms' reports, and magazines (Mumelo et al., 2017). According to the study's findings, supplier connections significantly influenced the growth of private companies. It was proposed that to improve overall performance, SMEs should be encouraged to incorporate data innovation into their operations fully and stimulate data exchange across the inventory network (Mumelo et al., 2017). In today's fast-paced and competitive world, managing connections with suppliers, known as supplier relationship management (SRM), is vital.

By doing so, companies can ensure accurate and dependable delivery. For such connections to be fruitful and sustainable over time, they must be advantageous for both the purchasing and supply firms (Mumelo et al., 2017).

Wambani (2017) investigated the effect of executive-provider relationships on the operational execution of sugar supply efforts. The study focused on how provider relationships affected the day-to-day running of sugar production projects in Kakamega County. A graphic cross-sectional study design was used to perform the review (Wambani, 2017). The evaluation zeroed in on three Kakamega County enterprises that manufactured sugar. Data were gathered using a survey. The results indicated a strong and positive correlation between the board-provider relationship and the successful completion of functional objectives (Wambani, 2017). This finding underscores the critical role of robust supplier relationships in enhancing operational efficiency and achieving project goals within the sugar industry (Wambani, 2017).

Chepkorir (2017) conducted research using Almasi Beverages Limited as a case study to investigate how the management of supplier relationships influences procurement performance. The study received 426 replies from the intended audience at Almasi Beverages Limited. According to the findings, the company exposed its suppliers to quality standards to educate them on achieving these standards (Chepkorir, 2017). The research revealed that businesses categorized their suppliers into groups based on the degree to which they enhance value. Moreover, quality improvement was emphasized throughout the entire acquisition cycle to facilitate supplier relationship management and procurement performance (Chepkorir, 2017). This approach highlights the importance of continuous quality improvement and strategic supplier categorization in optimizing procurement processes and supplier performance (Chepkorir, 2017).

Supplier relationship management (SRM) has become an essential strategic tool in modern business environments, aiming to foster long-term, mutually beneficial relationships between companies and their suppliers. This strategy is critical for ensuring reliable supply chains, enhancing product quality, and maintaining competitive advantage. Research consistently indicates that effective SRM practices lead to improved operational efficiencies and better overall organizational performance (Mumelo et al., 2017; Wambani, 2017; Chepkorir, 2017).

In their study, Mumelo et al. (2017) emphasized the importance of integrating data innovation within SME operations to enhance performance and stimulate information sharing across supply chains. This integration not only promotes efficiency but also helps SMEs to remain competitive in a rapidly evolving business landscape (Mumelo et al., 2017). The findings suggest that fostering strong supplier relationships through the adoption of advanced technological solutions can significantly contribute to the growth and visibility of SMEs (Mumelo et al., 2017).

Wambani (2017) highlighted the operational benefits of maintaining robust executive-provider relationships within the sugar industry. The study demonstrated that strong supplier relationships are crucial for the successful execution of functional objectives, underscoring the need for effective communication, trust, and collaboration between executives and suppliers (Wambani, 2017). This relationship dynamic is essential for optimizing operational processes and achieving strategic goals in the sugar production sector (Wambani, 2017).

Chepkorir (2017) provided insights into the strategic categorization of suppliers based on their value contribution at Almasi Beverages Limited. The study emphasized the importance of exposing suppliers to quality standards and engaging them in continuous improvement initiatives to enhance procurement performance (Chepkorir, 2017). This

approach not only improves the quality of procured goods and services but also strengthens the overall supplier network, ensuring that suppliers are capable of meeting the company's strategic objectives (Chepkorir, 2017).

In summary, these studies collectively underscore the critical role of supplier relationship management in enhancing organizational performance across various sectors. By fostering strong, collaborative relationships with suppliers, companies can ensure reliable supply chains, improve product quality, and achieve operational efficiencies. The integration of data innovation, strategic supplier categorization, and continuous quality improvement are key components of effective SRM practices that drive business success. These findings highlight the importance of adopting a comprehensive and systematic approach to managing supplier relationships to achieve long-term sustainability and competitive advantage in today's dynamic business environment.

Moreover, the strategic importance of SRM extends beyond individual organizational performance to broader industry implications. For instance, in the sugar industry, effective SRM practices can lead to more efficient production processes, reduced operational costs, and improved product quality, which in turn can enhance the industry's competitiveness on a global scale (Wambani, 2017). Similarly, in the beverage industry, strategic supplier management can ensure the consistent supply of high-quality raw materials, leading to superior product offerings and increased customer satisfaction (Chepkorir, 2017).

The research by Mumelo et al. (2017) further highlights the potential for SRM to drive innovation within SMEs by encouraging the adoption of advanced technological solutions and promoting information sharing across supply chains. This approach can help SMEs to overcome common challenges such as resource constraints and limited

market access, enabling them to compete more effectively with larger enterprises (Mumelo et al., 2017). By leveraging SRM as a strategic tool, SMEs can enhance their operational capabilities, increase their market visibility, and achieve sustainable growth. In conclusion, supplier relationship management is a critical strategic practice that significantly impacts organizational performance and competitive advantage. The studies by Mumelo et al. (2017), Wambani (2017), and Chepkorir (2017) collectively underscore the importance of strong supplier relationships, strategic supplier categorization, and continuous quality improvement in driving business success. By adopting a comprehensive and systematic approach to SRM, organizations can enhance their operational efficiencies, improve product quality, and achieve their strategic objectives. These findings highlight the need for ongoing research and innovation in SRM practices to address emerging challenges and opportunities in the dynamic business environment.

2.2.4 Information Sharing

Baihaqi and Sohal (2013) conducted a comprehensive study examining how information exchange impacts organizational performance within supply chains. Their research aimed to analyze various factors influencing the extent to which data was utilized in supply chains. These factors included data quality, internal integration, shared cost-saving benefits, and coordinated information technology (Baihaqi & Sohal, 2013). The study targeted 150 manufacturing businesses, providing a robust sample for their analysis. The findings indicated that both data quality and integrated information technology significantly enhanced the potential for data sharing within supply chains. Furthermore, the study demonstrated that information sharing had an indirect link to organizational performance, suggesting that effective data exchange mechanisms can

lead to improved efficiency and productivity within manufacturing firms (Baihaqi & Sohal, 2013).

Luo, Sha, and Huang (2013) focused their research on understanding how data and information exchange influences the relationship between buyers and sellers, specifically within the devices industry. The study developed an overview instrument based on previous research to collect relevant data. The targeted demographic included 117 providers of electrical components, and data was gathered through in-person interviews (Luo, Sha, & Huang, 2013). According to the findings, information sharing serves as a crucial starting point for enhancing buyer-supplier relationships and the overall performance of suppliers. This suggests that by fostering open communication and data exchange, organizations can strengthen their supply chain relationships, leading to more cohesive and effective operations (Luo et al., 2013).

Muljani and Ellitan (2017) extended this line of research by evaluating the implications of data sharing and data quality on the execution of production networks, focusing on small and medium-sized manufacturing companies in East Java. The case study approach revealed that three antecedent factors—*intrinsic susceptibility*, *intra-organizational factors*, and *inter-organizational components*—significantly influenced the quality of data exchange and data security (Muljani & Ellitan, 2017). These factors affected the companies' ability to manage their supply chains efficiently, ensuring that products were sold at the right time and place, thus providing a competitive edge and delivering more value to clients. The study underscored the importance of forming networks of partnerships to manage supply chains effectively and meet consumer demands (Muljani & Ellitan, 2017).

The collective insights from these studies underscore the critical role of information exchange in supply chain management. Baihaqi and Sohal (2013) highlighted the

necessity of high-quality data and integrated information technology to facilitate effective data sharing, which indirectly boosts organizational performance. Luo et al. (2013) demonstrated that information exchange is foundational for enhancing buyer-supplier relationships and supplier performance. Meanwhile, Muljani and Ellitan (2017) identified key factors that influence data quality and sharing, emphasizing the strategic advantage gained through effective supply chain partnerships.

The importance of data quality and information sharing in supply chains cannot be overstated. As Baihaqi and Sohal (2013) found, high-quality data and robust information technology integration are pivotal for enhancing the potential for data sharing. This finding aligns with the broader literature on supply chain management, which consistently emphasizes the need for accurate, timely, and relevant information to optimize supply chain operations (Baihaqi & Sohal, 2013). Effective information sharing facilitates better decision-making, enhances coordination among supply chain partners, and improves overall efficiency.

Luo, Sha, and Huang (2013) provided further evidence of the benefits of information sharing, particularly in enhancing buyer-supplier relationships. By fostering open communication channels and promoting transparency, companies can build stronger, more collaborative relationships with their suppliers. This, in turn, leads to better alignment of goals, improved performance, and greater satisfaction for both buyers and suppliers (Luo et al., 2013). The study's emphasis on the devices industry highlights the relevance of these findings across various sectors, illustrating the universal importance of effective information exchange in supply chain management.

Muljani and Ellitan (2017) expanded on these concepts by examining the specific factors that influence data sharing and quality within production networks. Their case study approach revealed that intrinsic susceptibility, intra-organizational factors, and

inter-organizational components play significant roles in determining the effectiveness of data exchange (Muljani & Ellitan, 2017). These findings underscore the complexity of supply chain management, highlighting the need for companies to address multiple dimensions of data management to achieve optimal performance.

The strategic importance of data sharing and quality in supply chains is further reinforced by the broader implications for market competitiveness. As Muljani and Ellitan (2017) noted, the ability to sell products at the right time and place gives companies a significant market advantage, enabling them to deliver more value to their clients. This necessitates the formation of strategic partnerships and networks with other companies, ensuring efficient management of supply chains and timely delivery of goods and services (Muljani & Ellitan, 2017).

Moreover, the research collectively suggests that organizations must invest in advanced information technologies and data management practices to enhance their supply chain operations. Baihaqi and Sohal (2013) emphasized the role of integrated information technology in facilitating data sharing, while Luo et al. (2013) highlighted the potential for improved buyer-supplier relationships through effective information exchange. These insights point to the need for continuous innovation and investment in technology to stay competitive in an increasingly data-driven business environment.

In conclusion, the studies by Baihaqi and Sohal (2013), Luo, Sha, and Huang (2013), and Muljani and Ellitan (2017) collectively highlight the critical importance of information exchange and data quality in supply chain management. High-quality data and integrated information technology are essential for effective data sharing, which indirectly enhances organizational performance (Baihaqi & Sohal, 2013). Information sharing also plays a crucial role in strengthening buyer-supplier relationships and improving supplier performance (Luo et al., 2013). The findings from these studies

underscore the need for companies to invest in advanced information technologies, foster open communication channels, and build strategic partnerships to optimize their supply chain operations. By addressing these factors, organizations can enhance their competitiveness, improve operational efficiency, and deliver greater value to their clients in today's dynamic business environment.

2.3 Conceptual Framework

The conceptual framework demonstrated the connection by drawing a line connecting the dependent and independent variables. The researcher's focus was on the market projects' performance as the dependent variable. Spending plan adherence, project extension, punctuality, and keeping the necessary quality schedule, cost, and quality were some of the significant performance factors that the researcher examined. Assessment of requirements, administration of contracts, management of relationships with suppliers, and information exchange were some of the independent factors that were investigated.

Independent variables

Dependent variable

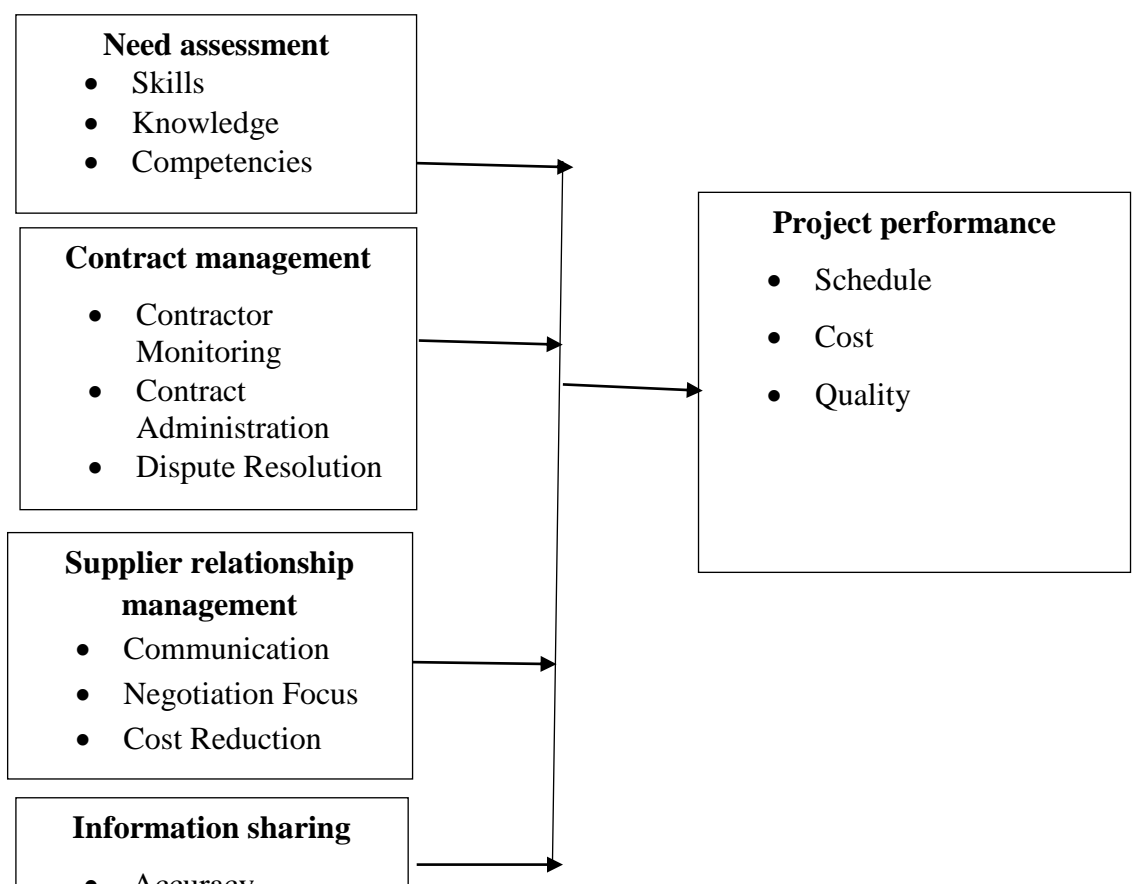


Figure 1: Conceptual Framework

Source: Researcher (2024)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In Chapter 3, we covered the methodology that guide the inquiry. These approaches include the research design, study population, sampling techniques and how to determine the sample size, data collecting tools, data collection processes, methods for data analysis, and ethical issues.

3.2 Research Design

This research set out to evaluate how various procurement management practices—including requirements gathering, contract administration, supplier relationship management, and information sharing—impacted the success of market development initiatives run by the County Government of Meru. This was accomplished by following the steps outlined by Bloomfield and Fisher (2019) for descriptive survey research.

These steps include collecting and evaluating data via observation in the field without making any adjustments. By conducting interviews and surveys with the target population, the researcher was able to learn what they needed to know to achieve the study's aims.

3.3 Target Population

Focus of this research was on all the market projects initiated by the Meru County government from 2018 to 2023. The individuals participating in the study were selected from the market management committees and their leadership, consisting of 410 officials across different levels of management within these committees.

Table 1: Target Population

Sub Counties	Markets	Population	Percentage
Imenti South Sub County	Nkubu fresh produce market	10	2.4
	Keria fresh produce Market	10	2.4
	Ntharene fresh produce market	40	9.8
	Katheri Market	40	9.8
Imenti North Sub County	Gakoromone Market	42	10.3
	Kinoru Market	18	4.4
Imenti central Sub County	Kariene Market	30	7.3
	Equator market	10	2.4
Buuri Sub County	Kirua market	35	8.5
	Timau market	25	6.1
Tigania Sub County	Nchiru Market	25	6.1
	Kangeta Market,	25	6.1
Igembe Sub County	Maua Cereals and Fruits Market	25	6.1
	Mutuati Fresh produce market	25	6.1
	Athiru Ruujine Market,	10	2.4
Tigania East Sub County	Mikinduri Cereals and Livestock market,	25	6.1

	Kiguchwa Market	15	3.7
Total		410	100

Source: Meru CIDP, 2018-2022

3.4 Sampling Technique and Sample Size

Vasileiou et al. (2018) emphasized that sampling involves employing specific strategies to obtain a smaller representation of a larger population. To address the heterogeneity of the population under consideration, the researchers adopted the stratified proportionate sampling method. According to their findings, a sample size ranging from 10 percent to 30 percent was a suitable representation of the target population. The research used a simple random sampling approach to pick 123 participants, which is 30% of the 410 members of the market development board.

Table 2: Sample Size

Sub Counties	Markets	Population	Sample size
Imenti South Sub County	Nkubu fresh produce market	10	3
	Keria fresh produce Market	10	3
	Ntharene fresh produce market	40	12
	Katheri Market	40	12
Imenti North Sub County	Gakoromone Market	42	12
	Kinoru Market	18	4
Imenti central Sub County	Kariene Market	30	9
	Equator market	10	3
Buuri Sub County	Kirua market	35	10
	Timau market	25	8
Tigania Sub County	Nchiru Market	25	8
	Kangeta Market,	25	8
Igembe Sub County	Maua Cereals and Fruits Market	25	8
	Mutuati Fresh produce market	25	8
	Athiru Ruujine Market,	10	3
Tigania East Sub County	Mikinduri Cereals and Livestock market,	25	8

	Kiguchwa Market	15	4
Total		410	123

Source: Researcher (2024)

3.5 Data Collection Instrument

The research employed questionnaires as the primary data collection method due to its advantages. By providing a defined pattern for respondents to follow, researchers were able to collect data from many people at once using questionnaires. Moreover, using questionnaires minimized direct interaction between researchers and respondents, reducing potential biases that may occur during interviews or observations (Bartram, 2019). Brace (2018) also supported the use of questionnaires in data collection as they lead to more structured responses, making it easier and quicker for respondents to provide answers. Additionally, such responses were more straightforward to code and statistically analyze.

The questionnaire in this study consisted of six sections (A to F), each focusing on different variables. Section A gathered data on respondents' background information, section B on need assessment, section C on contract management, section D on supplier relationship management, section E on and information sharing, and section F on project performance. To gauge the extent to which they agreed with each statement, respondents were given Likert scale questions to rate.

3.6 Pilot Study

A pilot study constituted a crucial stage in the research process, facilitating the assessment of questionnaire accuracy and the detection of any shortcomings before embarking on the final data collection phase (Lowe, 2019). A suitable pilot research, according to Vabalas et al. (2019), would use a sample size of one-tenth of the overall sample size, made up of people with comparable features. The study tools had ambiguous questions and inconsistent instructions, which were highlighted by this

preliminary review. Moreover, it afforded an opportunity to solicit essential feedback and recommendations from participants, enabling the researcher to enhance the efficacy of the research instrument. In the context of this study, a pilot study was executed, involving 12 participants selected from Chogoria Fresh Market and Kathuana Cereals and Livestock Market in Tharaka Nithi County, utilizing simple random sampling. It was imperative to underscore that responses from these participants were not incorporated into the final data collection process to prevent duplication.

3.7 Validity and Reliability of Study Instruments

3.7.1 Validity

According to Cooper and Schindler (2011), validity is the extent to which a measuring tool provides reliable results for the investigated constructs. Content validity, criteria validity, and construct validity were the three primary methods of validity evaluation. The degree to which a test's items accurately reflect the whole domain it aims to evaluate was determined by its content validity. As part of the content validity evaluation, a research expert—usually the supervisor—scored the questionnaire questions according to how well they represented the subject domain and how relevant they were. Conversely, criterion validity assessed the degree to which one measure might foretell the result of another. To determine whether a test faithfully represents a certain set of skills, this kind of validity was used. Finally, the extent to which a measure accurately represents its target variable is defined by construct validity. In order to determine whether a measure had construct validity, researchers looked for correlations between it and other factors that were known to be associated with the concept in question.

3.7.2 Reliability

The purpose of reliability testing in research was to see whether the study instrument reliably yields the same findings when used several times. Getting the same score while taking the exam again and again was crucial. Based on the recommendations made by George and Mallery (2003), an instrument was considered trustworthy if it produced a reliability index of 0.7 or above, which is what Cronbach's alpha coefficient indicated in this research. By doing SPSS analyses on the pilot study data, we were able to determine the items' reliability. In order to ascertain the items' dependability, the researcher calculated the alpha coefficient. This procedure helped guarantee that the research instrument was consistent and sturdy.

3.8 Data Collection Procedure

In order to get a research permission from the NACOSTI, the researcher had to first obtain an introduction letter from Mount Kenya University's Directorate of Postgraduate Studies. Afterwards, the researcher went to the county administration office to inform them of their study's purpose, participants' roles, and the importance of the research. The researcher distributed self-administered questionnaires to the participants, which were collected after a two-week period. To encourage participation and ensure timely responses, the researcher engaged in follow-up activities such as phone calls and personal visits to the respondents prior to the stipulated deadline, emphasizing the importance of their contribution to the study. This approach aimed to foster cooperation and maximize response rates from the participants.

3.9 Data Analysis and Presentation

To simplify analysis, the first step was to code the data that had been gathered. We next entered the coded data into SPSS (Statistical Package for the Social Sciences) so we could analyze it. Descriptive and inferential statistics were used to the quantitative data.

Mean, standard deviation, percentages, and frequencies were used to illustrate descriptive statistics. To show how independent factors affect the dependent variable, inferential statistics used a number of linear regression techniques. The regression model employed adhered to a specific format;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3+ \beta_4X_4+ \varepsilon$$

Where; Y - Project performance

X₁ – Need assessment

X₂ - contract management

X₃ – supplier relationship management

X₄ – information sharing

β₀ - Constant Term;

β₁ – β₄ – coefficients of beta values; ε = Error Term.

3.10 Ethical Considerations

Maintaining the highest level of confidentiality and privacy was paramount in this study, with strict protocols in place to safeguard the personal and identifiable information of the participants. The Meru County Government was adequately informed about the research's aims, and all data gathering processes were conducted in accordance with university rules. The researcher made sure to get the go-ahead from the proper people at the same county before beginning the study.

Equal opportunity was afforded to all potential participants, ensuring fair and unbiased representation in the study. The researcher upheld principles of integrity by refraining from any form of data manipulation. Additionally, principles of accountability and transparency was upheld throughout the research process.

Ensuring voluntary participation of the respondents was of utmost importance, and measures were implemented to emphasize their right to participate willingly. These

measures collectively aim to uphold ethical standards and promote the integrity of the research endeavor.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This section details the study's results and interpretations. This chapter starts with the results of the response rate. With the use of objective and inferential statistics, descriptive data is presented based on the survey respondents' demographic attributes.

4.1 Response Rate

The research sent 123 questionnaires to members of the Meru County Government Trade department's market management committees, project managers, and project team leaders. Out of these, 108 surveys were filled out and sent back. The total response rate is 87.8%. If we follow Fincham's (2008) advice and conduct statistical studies with a response rate of 70% or above, we may draw generalizable results. The results are shown in Table 3.

Table 3: Response Rate

	Responses	Frequency	Percent
Valid	Duly Filled Questionnaires	108	87.8
	Unfilled Questionnaires	15	12.2
	Total	123	100.0

Source: Researcher (2024)

4.2 Reliability Analysis

A pilot study was conducted with 12 respondents, or 10% of the samples, to assess the research instrument's validity and reliability, following the suggestions made by Julious (2005). To ensure objectivity, the individuals from the pilot research were excluded from the main study. Following the recommendation of Mugenda and Mugenda (2003), the research determined the internal consistency of the six questionnaire questions that were part of the pilot test using Cronbach's Alpha. You may find the findings in table 4.

Table 4: Reliability Test Results

Scale	Cronbach's Alpha	Number of Items	Remarks
Training needs assessment	0.896	5	Reliable
Contract management	0.771	5	Reliable
Supplier relationship management	0.736	5	Reliable
Information sharing	0.797	5	Reliable
Project performance	0.877	3	Reliable

Source: Researcher (2024)

Table 4 shows that the instrument was dependable for data collection since all five research variables had alpha coefficient values more than 0.7 (>0.7).

4.3 Demographic Characteristics

The survey's objectives were to collect data on the respondents' gender and the number of years they had worked in Meru County, and their educational qualifications. The results are presented in the following subsections using tables and figures

4.3.1 Respondent Gender

Finding out what percentage of people were male and female was the main purpose of the research. This enabled the researcher to determine whether gender bias existed in the study and whether Meru County upholds gender parity when hiring project staff.

Figure 2 displays the

results.

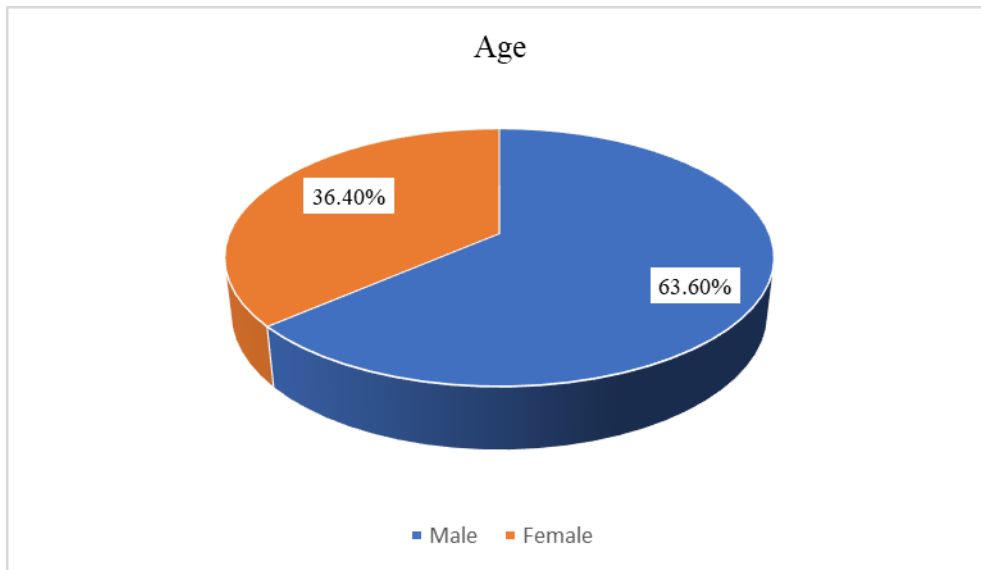


Figure 2: Gender Distribution of Respondents

Source: Researcher (2024)

Figure 2 shows that men made up 63.6% of the sample, while females accounted for 36.4%. It implies that the gender makeup of the workforce in Meru County is diverse. This result also imply that the study was not skewed against either gender because it included both male and female respondents, giving it a sufficient representation of both genders' points of view.

4.3.2 Number of years working in Meru County

The research also aimed to find out how long the chosen participants had been employed by Meru County government. This made it simpler for the researcher to assess the respondents' familiarity with the county's customs and culture and, consequently, their ability to provide reliable information needed for the study. The results are displayed in

Figure 3.

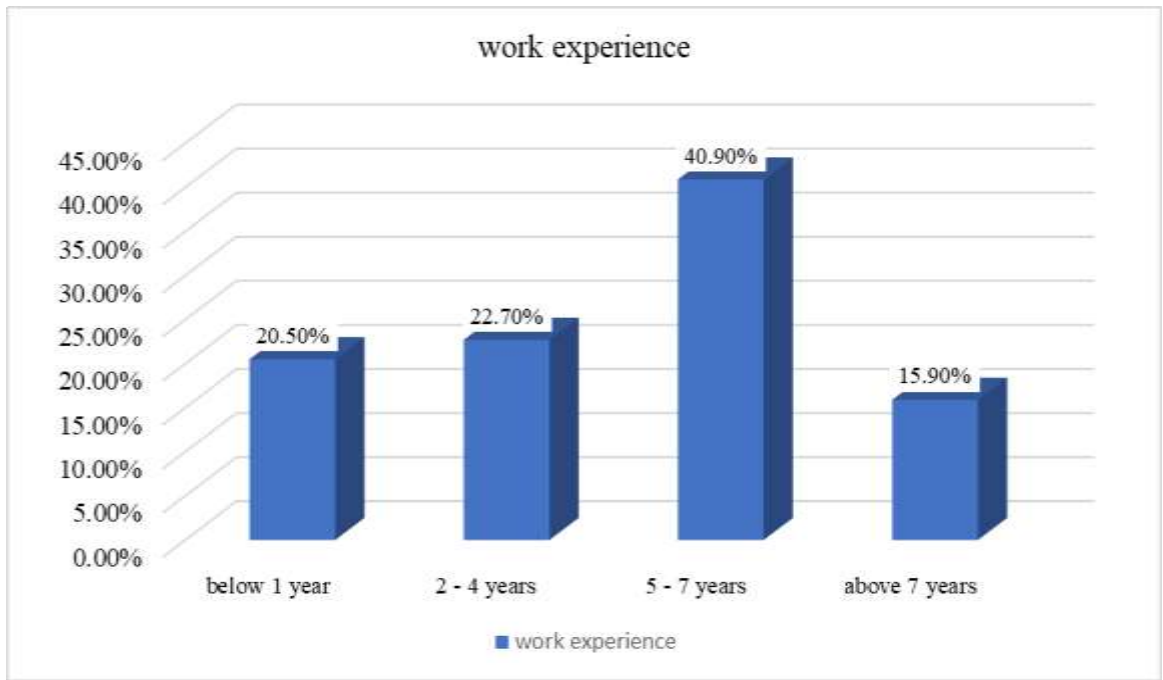


Figure 3: Length of service in the County

Source: Researcher (2024)

As shown in the figure 3, the largest group of respondents (40.9%) reported having worked for the county government of Meru for 5 to 7 years. Additionally, 22.7% indicated they had been employed in the county for 2 to 4 years, while 15.9% had worked there for over 7 years. This indicates that the majority of respondents had enough familiarity with Meru County Government's project management procedures, allowing them to provide accurate data for this investigation.

4.3.3 Academic Qualification

In addition, the researchers wanted to know how far down the educational ladder the participants were. The results may be seen in figure 4..

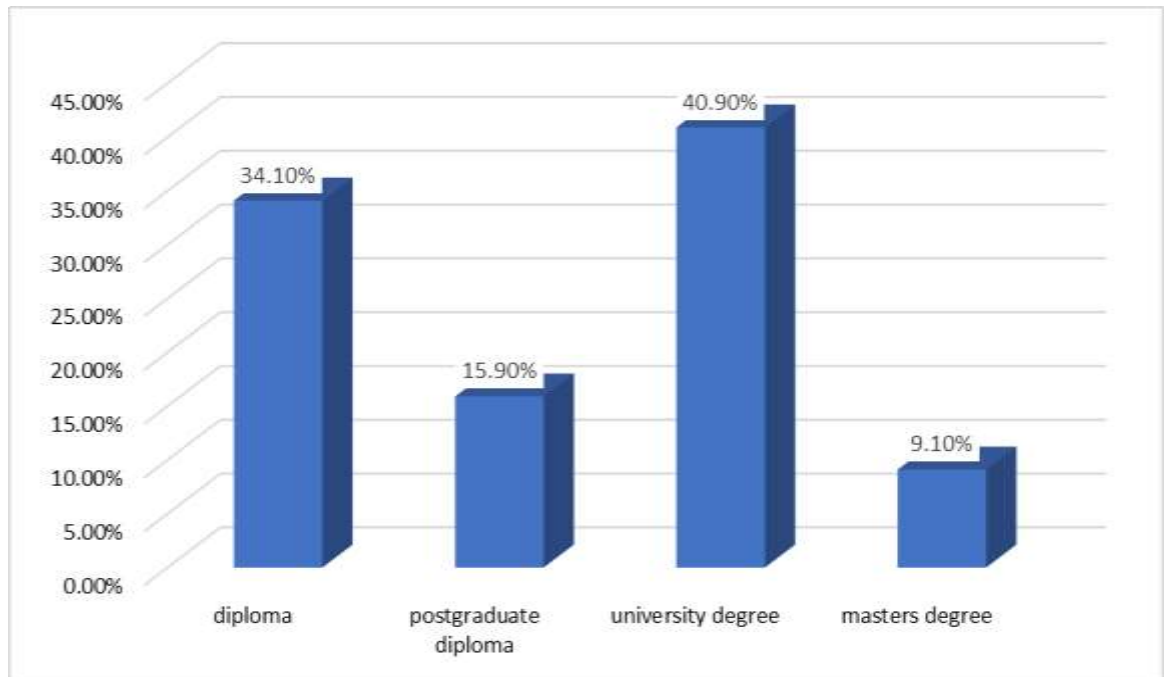


Figure 4: Respondent Academic Qualification

Source: Researcher (2024)

Figure 4 shows that, with a bachelor's degree being held by 40.9% of the respondents, a college diploma by 34.1%, a postgraduate diploma by 15.9%, and a master's degree by 9.1% round out the qualifications. Results demonstrated that respondents have an adequate level of academic knowledge to provide reliable and accurate data for the research.

4.4 Descriptive Findings

Descriptive statistics like mean and SD were used for summarizing the data on the study's different variables. In this part, we also see the mean values of the variables' responses, with the SD showing how dispersed those values are.

4.4.1 Training Needs Assessment

Finding out how training requirements assessments impacted the success of Meru County market development programs was the primary goal of the research.

Participants rated their level of agreement or disagreement with various assertions on the assessment of training requirements using a Likert scale ranging from 1 to 5. The average results are shown in Table 5.

Table 5: Descriptive Results on Training Needs Assessment

	SD	D	N	A	SA	Mean	Std Dev
The County was able to identify knowledge and technical skill gaps before they became problems thanks to the training needs assessment.	9.1%	11.4%	22.7%	36.4%	20.5%	3.48	1.21
With the help of the training needs assessment, we have made sure that the training is hitting the mark.	2.3%	9.1%	15.9%	20.5%	52.3%	4.11	1.13
A training requirements analysis helped the county choose the most appropriate participants for each workshop.	0.0%	9.1%	36.4%	31.8%	22.7%	3.68	0.93
Training is satisfying real company need, according to the training requirements assessment.	4.5%	9.1%	29.5%	22.7%	34.1%	3.73	1.17
Thanks to the training needs assessment, workers have gotten the knowledge and abilities they need to do their jobs well.	6.8%	6.8%	25.0%	38.6%	22.7%	3.64	1.12

Source: Researcher (2024).

The survey found that 36.4% of respondents felt that the training needs assessment had helped the county catch knowledge and technical skill gaps before they became problems, and that the majority of respondents (mean=3.48) agreed with this statement. The replies are spaced away from the mean of 3.48, as shown by a SD of 1.21. A second statement inquired as to whether or not the training is really concentrating on the right

things, as determined by the requirements assessment. With a mean score of 4.11 and a percentage of 52.3, the majority here strongly agreed.

A large proportion of respondents (36.4%) somewhat agreed that the County effectively used a training needs analysis to choose the right people for each training session. A mean score of 3.68 and a tiny SD of 0.93 provide credence to this idea, showing that answers were grouped around the mean. A large portion of the study's participants also agreed, to a lesser extent, that the training is in line with what the company really requires, according to the results (mean score: 3.73, standard deviation: 1.17). Also, with a mean score of 3.64 and 38.6% of respondents agreeing, it's clear that training needs have helped workers get the knowledge and abilities they need to do their jobs well. This outcome is similar to the findings of Adell, Esquerra, and Estevan (2009), who discovered that needs assessment fosters innovation through procurement. Consequently, it is a crucial procurement function essential to any project management process within an NGO.

4.4.2 Contract Management

Finding out how contract management impacts the success of Meru County's market development programs was the second goal of this research. The averages and SD of the replies to this variable are shown in Table 6.

Table 6: Descriptive Results on Contract Management

Statement	SD	D	N	A	SA	Mean	Std Dev
A contact management system has greatly enhanced the efficiency of supplier onboarding with the right validation and certification tools.	18.2%	4.5%	20.5%	29.5%	27.3%	3.43	1.42
The use of content management has greatly simplified the process of locating contracts with various County suppliers.	6.8%	15.9%	22.7%	27.3%	27.3%	3.52	1.25
Legal expenses have been reduced and unwanted service renewals have been eliminated with the help of a contract management system.	6.8%	11.4%	31.8%	20.5%	29.5%	3.55	1.23
A contract management system has made it possible to keep tabs on important project milestones.	9.1%	11.4%	34.1%	29.5%	15.9%	3.32	1.16
Users of a contract management system have access to automatic alerts and the ability to schedule notifications according to their needs.	9.1%	4.5%	15.9%	38.6%	31.8%	3.8	1.21

Source: Researcher (2024).

The study's results are shown in table 6. The majority of respondents, with a mean agreement of 3.43, agreed that a contact management system has greatly improved supplier onboarding efficacy with the correct validation and certification tools. Only

18.2% of respondents strongly disagreed with this statement. Nevertheless, a SDof 1.42 indicates that there was a considerable amount of heterogeneity in replies regarding this assumption. On the question of whether content management has made it easier to identify contracts with different vendors in the county, the mean score was 3.52, with 27.3% of participants strongly agreeing and 1.25% indicating a wide range of opinions. In addition, on average, 31.8% of respondents had a moderate agreement that a contract management system had helped bring down legal expenses and stop unwanted service renewals from happening, according to the results. Responses were not significantly grouped around the mean, however, with a SDof 1.23.

The majority of respondents (34.1 percent, mean score of 3.32) somewhat agreed with the statement that a contract management system has made it easier to monitor crucial project milestones. Again, the replies were not uniformly distributed around the mean, as shown by the SDof 1.16.

In the final assertion, we aimed to determine whether a contract management system has enabled its customers to set up automatic alerts and tools for scheduling notifications. Here, 38.6% of those who took the survey agreed, for a mean of 3.8. The SDof 1.21 indicates that the replies to the previous statement, like the majority of the others, did not cluster around the mean of 3.8.

4.4.3 Supplier Relationship Management

Additionally, this research found out how supplier relationship management affected the success of Meru County's market development initiatives. Table 7 displays the average replies, calculated from a Likert scale of 1–5, together with the SDand mean.

Table 7: Descriptive Results on Supplier Relationship Management

statements	SD	D	N	A	SA	Mean	Std Dev
Because of the productive relationship with our suppliers, we have been able to share ideas and comments, which has enhanced our operations.	4.5%	2.3%	31.8%	40.9%	20.5%	3.70	0.98
Lowered prices are the outcome of strong relationships with suppliers.	4.5%	6.8%	29.5%	36.4%	22.7%	3.66	1.06
A supplier relationship management tool has helped the county identify the sources of waste and how to eradicate them.	4.5%	11.4%	22.7%	29.5%	31.8%	3.73	1.17
Since the County and the supplier have established a mutually beneficial partnership, communication has greatly improved.	9.1%	11.4%	31.8%	31.8%	15.9%	3.34	1.16
The supply chain of the County has been fortified by the supplier relationship management approach.	4.5%	2.3%	34.1%	31.8%	27.3%	3.75	1.04

Source: Researcher (2024).

Table 7 shows that most respondents (40.9% to be exact) think that good relationships with suppliers have led to the sharing of ideas and criticisms, which has enhanced business processes. A tiny SD of 0.98 indicates that replies were not spread away from the reported mean, which is further supported by a mean of 3.7. Most respondents (36.4%) agreed that good supplier connections lead to cost savings, with a mean score

of 3.66 indicating their agreement. The next question set out to determine whether the County has successfully used a supplier relationship management platform to determine the root causes of waste and put measures in place to mitigate them. With a mean score of 3.73, respondents were in generally moderate agreement, while a sizeable percentage of the sample (31.8%) strongly agreed. Nevertheless, there was a lot of variation and instability in the data around the mean, with a SD of 1.17.

A mean score of 3.34 and a SD of 1.16 indicate that most respondents somewhat agreed that the County and its suppliers had improved communication. Only 9.1 percent of respondents strongly disagreed.

The purpose of the final report was to determine whether the County's supply chain has been strengthened by the supplier relationship management approach. Among those who took the survey, 34.1% were somewhat in agreement with this statement. The fact that only 4.5% of those who participated in the survey had a significant disagreement lends credence to this, as does the mean score of 3.75. This confirms the findings of Emmett and Crocker's (2015) research, which indicated that SRM improves and simplifies the ways in which a business sources from its suppliers.

4.4.4 Information Sharing

The ultimate goal of the research was to find out what effect information sharing had on the success of Meru County's market development initiatives. Participants rated their level of agreement or disagreement with several statements on information sharing on a Likert scale ranging from 1 to 5. The average results are shown in Table 8.

Table 8: Descriptive Results on Information Sharing

Statement	SD	D	N	A	SA	Mean	Std Dev
Thanks to the exchange of knowledge, county employees now feel like they belong to the organization.	4.5%	4.5%	31.8%	29.5%	29.5%	3.75	1.08
The County's project management has been updated to reflect new procedures made possible by the exchange of information.	9.1%	11.4%	36.4%	18.2%	25.0%	3.39	1.24
Important project updates have been widely and quickly shared across the county thanks to information sharing platforms.	9.1%	13.6%	22.7%	27.3%	27.3%	3.50	1.28
Decisions are now made more quickly and with more accuracy because to the exchange of information.	4.5%	15.9%	18.2%	40.9%	20.5%	3.57	1.13
Knowledge loss has been decreased as a result of information exchange.	2.3%	9.1%	40.9%	22.7%	25.0%	3.59	1.04

Source: Researcher (2024).

The study's findings showed that sharing information has made county workers feel more connected to the company, with 31.8% of respondents (mean 3.75), agreeing on some level. A wide range of responses was seen among the sampled individuals, as shown by a SDof 1.08. Sharing information has allowed the County's project management to incorporate procedural adjustments, according to the majority of respondents (36.4%, or 3.39 on a scale from 1 to 5). However, with a SDof 1.24, it is clear that the replies were not tightly clustered around the mean. With 27.3 percent

agreeing or strongly agreeing, the majority of respondents (3.5 percent on average) moderately agreed that information sharing tools have allowed for the rapid and wide dissemination of critical project information throughout the county. The data is quite volatile and dispersed about the mean with a SD of 1.28, and only 9.1% of respondents strongly disagreed.

The purpose of the following statement was to ascertain whether or not better and faster decision-making had resulted from the exchange of knowledge. Among those who took the survey, 40.9% were in agreement, while 4.5% were highly opposed. With a mean score of 3.57, most respondents were in a moderate agreement, lending credence to this opinion. Finally, the statement sought to determine whether there has been a decrease in knowledge loss due to the interchange of information. In this case, a mean score of 3.59 shows that most responders were somewhat in agreement. The data seems to be quite volatile around the mean, with just 2.3% of respondents expressing a strong disagreement, and a SD of 1.04.

4.4.5 Project performance

In this research, project quality, as well as completion within schedule and budget, were utilized as metrics of project success. As stated in Table 9, this section provides an average of the responses of various indicators.

Table 9: Descriptive Results on Project performance

Statement	SD	D	N	A	SA	Mean	Std Dev
The projects are of excellent quality.	6.8%	13.6%	25.0%	22.7%	31.8%	3.59	1.26
All of the projects were completed under budget.	4.5%	13.6%	22.7%	25.0%	34.1%	3.70	1.21
All of the projects were	6.8%	18.2%	27.3%	27.3%	20.5%	3.36	1.20

completed within the
timeframes provided.

Source: Researcher (2024).

Findings show that most respondents somewhat agreed (mean=3.59) that the projects were of good quality. Similarly, with a mean score of 3.7, the majority of respondents were in agreement that every one of the projects were finished within budget. Additionally, most respondents somewhat agreed (mean=3.36) that the initiatives were finished within the given deadlines. Answers differed significantly from the mean values, according to the SD of 1.26, 1.21, and 1.2, respectively.

4.5 Inferential Analysis

In order to establish the importance of the link between procurement management practices and performance of market development projects, the research established a significance threshold of 5% on the coefficients of the variables. The sections that follow show the outcomes of the regression and correlation analyses.

4.5.1 Correlation Analysis

The purpose of the research was to use the Pearson correlation coefficient to establish a connection between the methods used for procurement management and the success of market development initiatives in Meru County, Kenya. R , the Pearson correlation coefficient, may take on values between -1 and 1, with closer values suggesting a stronger positive link and closer values a stronger negative association. Table 10 shows the results of the investigation about the association.

Table 10: Results on Pearson Correlation Analysis

		Training Needs Assessment	Contract Management	Supplier Relationship Management	Information Sharing	Project Performance
Training Needs Assessment	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	108				
Contract Management	Pearson Correlation	0.228*	1			
	Sig. (2-tailed)	0.025				
	N	108	108			
Supplier Relationship Management	Pearson Correlation	0.268	0.217*	1		
	Sig. (2-tailed)	0.008	0.033			
	N	108	108	108		
Information Sharing	Pearson Correlation	0.348	0.184	0.144	1	
	Sig. (2-tailed)	0.020	0.009	0.0007		
	N	108	108	108	108	
Project Performance	Pearson Correlation	0.571*	0.492*	0.432*	0.349*	1
	Sig. (2-tailed)	0.000	0.0001	0.0003	0.000	
	N	108	108	108	108	108

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher (2024).

The results of market development programs in Meru County, Kenya, are positively and significantly correlated with training requirements assessment, as shown in table 10 ($R = 0.571$, $p=0.000$). This suggests that Meru County's market development programs would benefit greatly from a revision to the training requirements assessment form.

Similarly, in Meru County, Kenya, there was a moderately positive and statistically significant relationship between contract management and the performance of market development projects. This means that there is a direct correlation between variations in contract management and improvements in the performance of these projects.

Meru County's market development programs also showed a favorable and statistically significant link with supplier relationship management ($R = 0.432$, $Sig=0.003$). Based on these results, it seems that Meru County's market development efforts benefit greatly from better supplier relationship management.

In addition, the success of market development programs in Meru County, Kenya is positively and significantly correlated with information sharing ($R = 0.549$, $Sig=0.000$). Consequently, market development programs in Meru County, Kenya, function far better when information is shared more effectively.

4.5.2 Regression Analysis

Table 11 displays the summary results of a multiple regression analysis that was conducted to ascertain the impact of procurement management methods on the efficiency and effectiveness of market development initiatives in Meru County, Kenya.

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705 ^a	0.497	0.445	0.743

a. Predictors: (Constant), Information sharing, Supplier relationship management, Training needs assessment, Contract management

Source: Researcher (2024).

With a total Pearson correlation value of 0.705, the model summary shows that procurement management methods have a strong positive effect on the success of Meru

County's market development efforts. A total of 49.7 percent of the variation in the success or failure of Meru County's market development projects can be explained by the methods used for procurement management, which include sharing information, relationship management with suppliers, needs for training assessment, and contract management ($R^2 = 0.497$). Table 12 below provides more facts about the model's importance.

Table 12: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4.342	4	1.085	9.967	.000 ^b
Residual	50.772	104	0.552		
Total	55.113	108			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Information sharing, Supplier relationship management, Training needs assessment, Contract management

Source: Researcher (2024).

According to the results, the model as a whole was statistically significant. In addition, the results show that procurement management procedures are a good indicator of how well Meru County's market development initiatives would turn out. An F-statistic of 9.626 (above the crucial value of F (4, 39) at 2.462) and a stated p-value of 0.000 (below the customary significance criterion of 0.05) lend credence to this claim. In Meru County, Kenya, these findings suggest that practices related to procurement management, such as supplier relationship management, information sharing, contract management, and training needs assessment, successfully predict shifts in the performance of market expansion initiatives. In Table 13, you can find the regression coefficients in detail.

Table 13: Regression Coefficients

	Unstandardized		Standardized		
	Coefficients		Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.024	0.77		1.33	0.191
Training needs assessment	0.385	0.176	0.308	2.183	0.035
Contract management	0.112	0.165	0.099	0.676	0.503
Supplier relationship management	0.364	0.177	0.247	2.059	0.046
Information sharing	0.401	0.183	0.301	2.187	0.035

a Dependent Variable: Project Performance

Source: Researcher (2024).

The best regression model with significant only coefficients would look like this: road construction project performance = 1.024 + 0.385 training needs assessment + 0.364 supplier relationship management + 0.401 information sharing.

Training requirements assessment has a positive and significant effect on the success of market development initiatives in Meru County, Kenya, according to the regression findings provided in Table 13. The beta value is 0.385 and the p-value is 0.035, both of which are less than the significance level of 0.05. Assuming all other variables remain same, this suggests that Meru County's market development programs will benefit greatly from an updated training needs assessment. The findings are supported by the research of Laban, Thuo, and Mutegi (2017), which indicated that evaluating training requirements has a favorable impact on the effectiveness of an organization's projects. An evaluation of the knowledge, skills, and abilities needed by the appropriate occupational groups should be part of any training needs assessment, according to the

proposal. The results show that the organization's initiatives perform better after a training needs assessment. Similarly, a beta value of 0.112 indicates that contract management methods have a beneficial effect on the success of market development projects in Meru County. With a p-value of 0.503—higher than the significance level of 0.05—this impact is, nevertheless, considered statistically unlikely. This indicates that, improving contract management methods has no discernible effect on the success of Meru County's market development programs, all else being equal. The outcomes of Nsanzimana and Mulyungi (2020) are in line with these results; they found that the Remera-Rwandex road building project was successful because of the contract management systems.

Similarly, with a beta value of 0.364 and a p-value of 0.046, the results show that supplier relationship management significantly improved the performance of market development initiatives in Meru County, Kenya. Assuming everything else stays the same, this indicates that Meru County's market development efforts would benefit greatly from an improvement in supplier relationship management. According to Mumelo et al. (2017), all parties involved, including buying and supply businesses, may benefit from dependable and regular deliveries via supplier relationship management. This, in turn, enhances project performance. In addition, Wambani (2017) found a strong link between the quality of the provider connection and the project's final success rate.

As a conclusion, the market development initiatives in Meru County, Kenya, were positively and significantly affected by information sharing, as shown by a beta value of 0.401 and a p-value of 0.035. Market development initiatives in Meru County will benefit greatly from an enhancement in information exchange, according to this. This finding is supported by research conducted by Baihaqi and Sohal (2013). They showed

that data quality and integrated information technologies improve data sharing effectiveness, which highlights the positive association between sharing information and project success.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Included in this study's chapter are a summary of the results, some practical advice, and some ideas for future research. Finding out how procurement management methods correlated with the success of market development programs in Meru County, Kenya, was the driving force for the research. To do this, a comprehensive analysis was carried out to determine the impact of training requirements assessment, supplier relationship management, information exchange, and contract management on the success of market development initiatives in Meru County.

5.2 Summary of the Study Findings

The both descriptive and inferential results for each research aim are summarized below. Information sharing, contract management, supplier relationship management, and training needs assessment together accounted for 49.7% of the variation in the success of market development initiatives in Meru County, Kenya, according to the model summary findings. Information sharing, contract management, supplier relationship management, and training requirements assessment all showed favorable correlations with the success of market development initiatives, according to Pearson correlation data performed at a significance level of 5%.

At the 5% level of significance, these correlations were also statistically significant. The success of market development initiatives in Meru County was shown to be favorably impacted by information sharing, contract management, supplier relationship management, and training requirements assessment, according to the regression model coefficients. Nevertheless, the impact in the context of contract management was not statistically significant.

5.2.1 Training Needs Assessment

The study's primary goal was to investigate how market development initiatives in Meru County were affected by the evaluation of training requirements. The majority of respondents, according to descriptive data, somewhat agreed that the County had benefited much from the evaluation of training requirements. Through analysis, it enabled the County to identify the right people for each training session, ensured that training meets actual business demand, assisted employees in gaining the knowledge and skills they needed to carry out their duties, and assisted detect knowledge and technical skill problems before they became problematic.

The results showed a statistically significant and favorable relationship between the evaluation of training requirements and the success of market development initiatives. The success of market development initiatives in Meru County is influenced by the evaluation of training requirements, as further shown by regression coefficients, and this impact is statistically significant.

5.2.2 Contract Management

According to the findings of the descriptive analysis, most participants had some degree of agreement on several topics pertaining to the study's declared objective, which was to

determine how contract management affected the efficacy and efficiency of road construction projects. They both agreed that supplier onboarding was far more effective when a contract management system was combined with the appropriate certification and validation tools. Furthermore, the contract management system made it simple to identify the County's agreements with a wide range of vendors. In a similar vein, most respondents agreed—if only marginally—that a contract management system reduced legal costs and avoided unwarranted service renewals. In addition, it made it simple for users to keep track of significant project milestones and provided them with automated alerts and scheduling features for effective notification management. Ultimately, it was shown that there was a positive and statistically significant relationship between the administration of contracts and the accomplishment of market development programs. However, the regression analysis's findings indicated that contract management had a negligible but helpful impact on the accomplishment of market development programs...

5.2.3 Supplier Relationship Management

Additionally, this research set out to determine how supplier relationship management affected the success of initiatives aimed at expanding existing markets. According to the descriptive data, most people were only somewhat in agreement on a few points. They confirmed that operational gains were the result of an open dialogue between themselves and their suppliers. The County was also able to reduce costs by establishing good relationships with its suppliers and by using a supplier relationship management platform to determine the root causes of waste and how to eliminate them. In addition, the supplier relationship management approach strengthened the County's supply chain, and better communication resulted from cultivating a favorable connection between the County and its suppliers. Projects aimed at developing new markets showed a favorable and statistically significant link with supplier relationship management. In addition,

there was a statistically significant beneficial impact of supplier relationship management on the success of market development initiatives, as shown by the regression coefficients.

5.2.4 Information Sharing

The ultimate goal was to find out how information exchange affected market development project performance. According to descriptive data, most respondents agreed somewhat on a number of issues. They observed that County workers now felt more connected with the company as a result of information exchange. Furthermore, information exchange made it easier to incorporate procedural modifications into the County's project management procedures. Furthermore, the county was able to quickly and widely disseminate vital project information thanks to the use of information sharing platforms. Furthermore, the sharing of information led to enhanced decision-making processes and a reduction in knowledge loss due to information exchange. The Pearson correlation coefficient showed a high positive and significant association between sharing information and the success of market development efforts.

5.3 Conclusions

Based on the results, this study confirms that the performance of market development projects in Meru County, Kenya, shows a positive correlation with the elements of procurement management practices—contract management, supplier relationship management, information sharing, and training needs assessment. Furthermore, the performance of market development initiatives in Meru County, Kenya, was strongly and favorably influenced, with the exception of contract administration, by information sharing, supplier relationship management, training requirements assessment, and information sharing. As a result, this research comes to the conclusion that the success of market development initiatives in Meru County is positively and statistically

significantly impacted by the evaluation of training requirements. Thus, the assessment of training needs is essential for proactively identifying gaps in knowledge and technical skills, making sure that training covers relevant topics, assigning the right people to each training session, ensuring that it is in line with real business needs, and assisting staff in acquiring the knowledge and skills they need to carry out their duties.

Furthermore, the research states that contract management had a beneficial overall influence on the execution of market development projects in Meru County, even if this effect was not statistically significant. The use of reliable validation and certification tools, the ability to easily identify contracts with various vendors, the decrease of legal fees, the elimination of unwanted service renewals, the tracking of important project milestones, and the installation of automated alerts and features are all factors that contribute to the improved performance of road construction projects.

The research also found that market development initiatives in Meru County were significantly and positively affected by supplier relationship management. In this setting, building rapport with suppliers allows for idea and feedback exchange, which in turn reduces costs, helps pinpoint sources of waste and ways to eliminate them, strengthens relationships with providers, and improves supply chain performance.

Last but not least, this research shows that Meru County market development efforts benefit greatly from information exchange. When workers feel like they belong at their company because of the knowledge they provide, project performance goes up. In addition, performance is enhanced when modifications to procedures are smoothly incorporated into project management, critical project information is distributed effectively to support improved decision-making, and knowledge loss due to information sharing is reduced.

5.4 Recommendations for Practice

The research concludes that procurement management methods have a beneficial effect on the success of market development projects and suggests that the county government of Meru emphasizes them. Training needs assessment in particular should get a lot of attention. This includes making sure the right people are in the room during each training session, keeping an eye out for growing gaps in knowledge and technical skills, making sure the training is in line with what the company actually needs, and helping people learn what they need to know to do their jobs well.

In addition, it is suggested that Meru County focuses on improving contract management practices to boost the effectiveness of market development projects. This can be accomplished by using the right validation and certification tools, making the recognition of contracts with various suppliers more efficient, cutting down on legal service expenses, avoiding unexpected service renewals, keeping track of important project milestones, and taking advantage of automated features and notifications.

In addition, the study indicates that Meru County should prioritize improving supplier relationship management practices, as they have a substantial and beneficial impact on the performance of market development projects. Building strong supplier relationships is essential for driving innovation, improving efficiency, and optimizing supply chain performance. By fostering open communication and collaboration, organizations can exchange valuable ideas and feedback, identify and eliminate waste, and cultivate strong partnerships with providers. These efforts ultimately lead to cost savings and enhanced overall performance.

To further enhance the performance of market development projects, attention should also be given to improving information sharing practices. These practices promote a sense of inclusivity among employees, facilitate the integration of procedural changes

into project management, ensure the wide, swift, and effective dissemination of project information, and expedite decision-making processes.

5.5 Recommendations for Further Research in this Field of Study

Additional research may delve into the impact of procurement procedures for the public on the results of different public projects, going beyond road construction. Comparative studies provide valuable insights into the broader spectrum of impacts in public procurement. In addition, exploring other public procurement practices that impact public projects may reveal previously unnoticed factors. In addition, this study suggests the need for additional research on how procurement practices impact the success of private projects. Comparing public and private projects could provide valuable insights into their respective effectiveness. Moreover, this research could identify alternative procurement strategies that public projects could adopt to enhance performance. Exploratory studies focusing on how procurement practices influence the outcomes of NGO projects could facilitate performance comparisons and offer insights into enhanced procurement practices. Ultimately, these findings could inform the adoption of improved procurement strategies to bolster the effectiveness of market development projects.

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APPENDICES

Appendix I Questionnaire

The questionnaire was carefully crafted to align perfectly with the study's objectives. It specifically targeted the influence of procurement practices on the performance of market development projects in Meru County, Kenya. Please carefully review each question and respond candidly by either marking with a tick (✓), providing a rating, specifying, or accurately filling in the spaces provided with the correct answers.

Section A: Demographic Data

Gender	Male { }	Female { }
Years you have been in the County	below 1 { } 5 – 7 { }	2 – 4 { } Above 7 { }
Academic	Diploma { } Post graduate diploma { }	University degree { } Master's { }

Procurement Management Practices

Please indicate your level of agreement with the following statements by selecting a number from 1 to 5, with 1 representing "Strongly Disagree", 2 representing "Disagree", 3 representing "Neutral", 4 representing "Agree", and 5 representing "Strongly Agree".


Section B: Need Assessment					
Statements	5	4	3	2	1
The County has successfully identified knowledge and related to technology skill gaps in advance, thanks to the evaluation of its educational requirements.					
The training was concentrating on the relevant areas thanks to the evaluation of training requirements.					
A training requirements analysis allowed the County to identify the appropriate individuals for each training session.					
The evaluation of training requirements had guaranteed that the instruction was fulfilling the real demands of the organization.					
The identification of training requirements had made it possible for workers to acquire the knowledge and abilities needed to do their jobs.					
Section C: Contract Management					
Statements	5	4	3	2	1
An efficient supplier onboarding process had been made possible by a contract management system with the right validation and certification capabilities.					
It was now possible to quickly locate contracts with a variety of County suppliers thanks to content management.					
Unplanned renewals of unwanted services have been eliminated, and legal expenses were decreased thanks to the use of a contract management system.					
Crucial project milestones can now be easily tracked with the help of a contract management system.					
Users have the convenience of automatic alerts and the ability to schedule notifications as needed from a contract management system.					

Section D: Supplier relationship management					
Statements	5	4	3	2	1
The improvement of operations had been facilitated by the sharing of ideas and feedback resulting from a favorable supplier relationship.					
Strong relationships with suppliers have led to cost savings.					
The use of a supplier relationship management platform had allowed the County to pinpoint the sources of waste and devise strategies to eradicate them.					
The development of a good rapport between the County and the supplier had led to an improvement in communication.					
The supply chain of the County was now more robust thanks to the supplier relationship management approach.					
Section E: Information Sharing					
Statements	5	4	3	2	1
Because of information exchange, county employees now feel like they were a part of the company.					
Information exchange had made it possible for the County's project management to incorporate procedural adjustments.					
Vital project information can now be quickly and widely shared across the county thanks to the usage of information sharing platforms.					
Better and quicker decision-making had been the outcome of information sharing.					
Information interchange had led to a reduction in knowledge loss.					
Section F: Project Performance					

Statements	5	4	3	2	1
The projects were of excellent quality.					
All the projects were successfully finished within the designated time frame and within the allocated budget.					
All projects had been finished within the specified timeframes.					



Appendix II: ERC Introduction



Mount Kenya University

REF: MKU/ISERC/3669
TO: MBAYA ERIC MUGENDI
REG: MPSM/2020/68709

Date: 29 April 2024

Dear Sir/Madam,

RE: EFFECTS OF PROCUREMENT MANAGEMENT PRACTICES ON PERFORMANCE OF MARKET DEVELOPMENT PROJECTS IN MERU COUNTY, KENYA

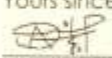
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2713**. The approval period is **29/04/2024 - 28/04/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification.
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,



The Chairman
Mount Kenya University
Ethics Review Committee
P.O. Box 342 - 1100 Thika

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
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Appendix III: Introduction Letter



DIRECTORATE OF GRADUATE STUDIES

MPSM/2020/68709

30th April, 2024

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,

RE: MBAYA ERIC MUGENDI - REGISTRATION NO. MPSM/2020/68709

The purpose of this letter is to introduce the above named student who is pursuing **Master of Science in Procurement and Supplies Management** in the Department of **Management** in the **School of Business and Economics**.

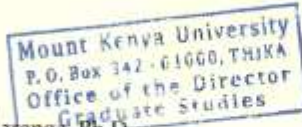
The title of the research is **"Effects of Procurement Management Practices on Performance of Market Development Projects in Meru County, Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **May 2024, and July 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you.

Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies




Enc.



Appendix V: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 731664	Date of Issue: 10/May/2024
RESEARCH LICENSE	
	
<p>This is to Certify that Mr. Mbaya Eric Mugendi of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Meru on the topic: EFFECTS OF PROCUREMENT MANAGEMENT PRACTICES ON PERFORMANCE OF MARKET DEVELOPMENT PROJECTS IN MERU COUNTY, KENYA for the period ending : 10/May/2025.</p>	
License No: NACOSTI/P/24/34868	
731664 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	
See overleaf for conditions	

Appendix VI: Field Entry Authorization

COUNTY GOVERNMENT OF MERU	
	
DEPARTMENT FINANCE, ECONOMIC PLANNING AND ICT	
When replying please quote Email: finance.department@meru.go.ke	Meru County Headquarters P.O Box 120-60200 Meru
REF:CGM/FIN/COF/GEN/VOL.III(007)	
DATE: 11 May 2024	
<u>RE:RESEARCH AUTHORIZATION -MBAYA ERIC MUGENDI</u>	
Reference is made to letter REF:NACOSTEP/24/34868 dated 10 th May 2024.	
Authority is hereby granted to MBAYA ERIC MUGENDI to carry out research on "EFFECTS OF PROCUREMENT MANAGEMENT PRACTICES ON PERFORMANCE OF MARKET DEVELOPMENT PROJECTS IN MERU COUNTY, KENYA " in Meru County for the period ending 8 th April 2025.	
The person undertaking this study is bound by all the ethical rules and regulations governing surveys this nature.	
 CPA Charles Mwenda CHIEF OFFICER FINANCE	

**EFFECTS OF PROCUREMENT
MANAGEMENT PRACTICES ON
PERFORMANCE OF MARKET
DEVELOPMENT PROJECTS IN
MERU COUNTY, KENYA**

by MBAYA ERIC

Submission date: 24-May-2024 11:29AM (UTC+0300)

Submission ID: 2319675484

File name: Erick_final_project_May_2024_1.doc (612.5K)

Word count: 20213

Character count: 124057

EFFECTS OF PROCUREMENT MANAGEMENT PRACTICES ON PERFORMANCE OF MARKET DEVELOPMENT PROJECTS IN MERU COUNTY, KENYA

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