

**EFFECT OF PROCUREMENT PLANNING ON SERVICE DELIVERY IN LAMU  
COUNTY, KENYA**

**NYAMILA STEPHEN ODHIAMBO**

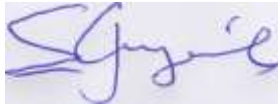


**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE DEGREE IN  
PROCUREMENT AND SUPPLIES MANAGEMENT OF  
MOUNT KENYA UNIVERSITY**

**JUNE, 2024**

**DECLARATION AND APPROVALS**

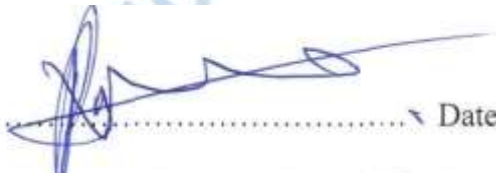
This research proposal is my original work and has not been presented for a Degree in any other University or for any other award.



Signature ..... Date: 19th June 2024  
**NYAMILA STEPHEN ODHIAMBO**  
**MPSM/2020/68128**

**Supervisor’s approval**

This research project has been submitted for examination with my approval as the supervisor.

Signed:  ..... Date  
**am**

19<sup>th</sup> June 2024

**Dr. Peter Wamalwa Barasa, PhD, MKISM**  
**Lecturer, Mount Kenya University**

## DEDICATION

This work is dedicated to my wife, Carolyne Okuom, and my kids, Oliver Hawii and Derrick Okuom who have supported me through this project.



## **ACKNOWLEDGEMENT**

Glory and praise belong to the most gracious God, who has supported me my entire life and during my study. In addition, I want to sincerely thank my supervisor, Dr. Peter Wamalwa Barasa, for his tremendous inspiration, his unceasing assessment of my work, and his sharp criticism of it. To my friends, who have been my pillars of strength and provided emotional support when needed. Your words of encouragement and motivation have been invaluable to me. Lastly to my colleagues, who have offered valuable insights and feedback throughout the course of my study, and accorded me sufficient peace of mind at work to enable me prosper at my studies



## ABSTRACT

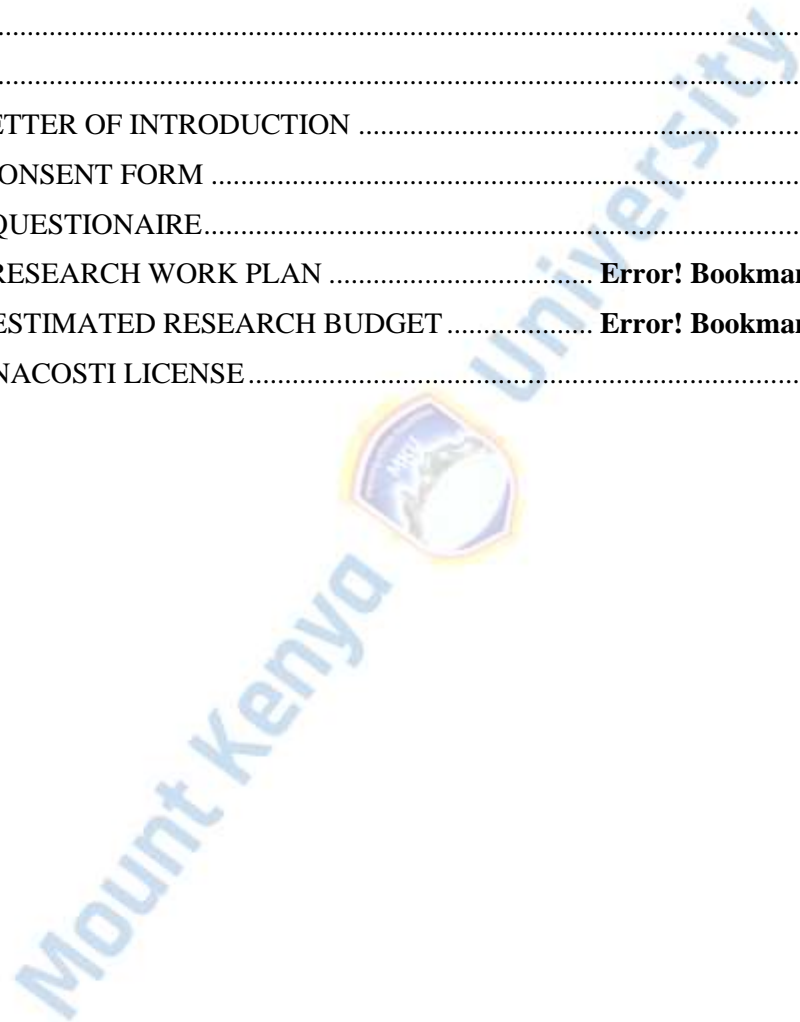
Procurement planning is deemed essential, and this is particularly true for large, complex, multi-year, and/or multi-million dollar requirements where changes in personnel or needs may occur over time, along with heightened risk and scrutiny. Determining the impact of procurement planning on the provision of services in Lamu County, Kenya, was the primary goal of this study. The objectives of this research were to ascertain the impact of user needs identification; evaluate the impact of procurement methodology; investigate the impact of budget allocation; and, lastly, ascertain the impact of vendor selection on service delivery in Lamu County, Kenya. The study used a descriptive design, and to choose a sample that is representative of the whole population, the researcher applied stratified random sampling approach. The 504 employees, who are middle- and senior-level personnel chosen from Lamu County's 11 State Corporations, were the target population. By applying the Yamane formula, the sample size of 223 respondents was established. Since all of the departments' operations, engineering, legal, finance, human resources, and procurement departments are centralized and able to supply data, questionnaires were utilized to gather primary data from each of them. Using SPSS version 24, a descriptive analysis of the data was conducted to determine the relationship between the independent and dependent variables. Multiple linear regression analysis was used to ascertain the link between the independent and dependent variables, and the Pearson correlation coefficient ( $r$ ) was used to quantify the strength of that relationship. The findings indicate that all four procurement planning variables budget allocation, procurement methodology, user needs identification, and vendor selection significantly contribute to predicting service delivery performance in Lamu County. The coefficients reveal positive and statistically significant relationships between each procurement factor and service delivery outcomes. Specifically, for every one-unit increase in budget allocation, effective procurement methodology, user needs identification, and vendor selection, service delivery is predicted to increase by 0.350, 0.250, 0.280, and 0.300 units, respectively. In conclusion, the findings underscore the importance of adhering to budgetary allocations and effective fund utilization for enhancing service delivery outcomes in Lamu County, Kenya. The study recommends parastatals to develop clear guidelines and frameworks for budget allocation that prioritize alignment with community needs and service delivery objectives; implement structured and transparent procurement procedures to ensure fairness, competition, and efficiency in vendor selection and to provide training and capacity-building programs for procurement officers.

## TABLE OF CONTENTS

DECLARATION AND APPROVALS .....	ii
DEDICATION .....	iii
ACKNOWLEDGEMENT .....	iv
ABSTRACT .....	v
LIST OF FIGURES .....	ix
LIST OF TABLES .....	x
LIST OF ABBREVIATIONS AND ACRONYMS .....	xi
CHAPTER ONE .....	1
INTRODUCTION .....	1
1.1 Background of the Study.....	1
1.1.1 Public Procurement in Kenya.....	4
1.1.2 State Corporations in Lamu County.....	5
1.2 Statement of the Problem.....	7
1.3 Purpose of the study .....	8
1.3.1 Specific objectives .....	8
1.4 Research Questions .....	8
1.5 Significance of the Study .....	9
1.6 Scope of the study .....	9
1.7 Study limitations .....	10
1.8 Assumption of the study.....	11
1.9 Operational definition of terms .....	11
LITERATURE REVIEW .....	13
2.1 Introduction.....	13
2.2 Theoretical Review .....	13
2.2.1 Stakeholder Theory .....	13
2.2.2 Institutional Theory .....	16
2.2.3 Purchasing Portfolio Theory .....	17
2.2.4 Resource Based View Theory .....	17
2.2.5 Theoretical Framework .....	19
2.3 Empirical Literature Review .....	20
2.3.1 Budget Allocation and Service Delivery.....	20
2.3.2 Procurement Methodology and Service Delivery .....	22
2.4 Conceptual Framework .....	33

2.5 Research Gap .....	36
CHAPTER THREE.....	38
RESEARCH METHODOLOGY.....	38
3.0 Introduction.....	38
3.1 Research Design.....	38
3.2 Target Population .....	38
Table 1: Target Population.....	39
3.3 Sampling procedures and Technique .....	40
Table 2 Size of the Sample.....	41
3.4 Data Collection Methods.....	41
3.4.1 Primary Data .....	42
3.5 Data Collection Procedure .....	42
3.6 Pilot Testing .....	42
3.6.1 Validity Tests .....	42
3.6.2 Reliability Tests .....	43
3.7 Data Analysis and Presentation.....	43
3.7.1 Descriptive Statistics.....	44
3.7.2 Correlation Analysis.....	44
3.7.3 Regression Analysis .....	44
3.8 Ethical Consideration .....	44
4.1 Response Rate .....	47
4.3 Descriptive Statistics for the Study Variables.....	52
4.3.1 Budget Allocation .....	52
4.3.2 Procurement Methodology.....	55
CHAPTER FIVE.....	73
SUMMARY, CONCLUSION AND RECOMMENDATIONS .....	73
5.1 Introduction.....	73
5.2 Summary of Major Findings .....	73
5.2.1 Effect of Budget Allocation on Service Devlivery .....	73
5.2.2 Effect of Procurement Methodology on Service Delivery .....	74
5.2.3 Effect of User Needs Identification on Service Delivery.....	74
5.2.4 Effect of Vendor Selection Methods on Service Delivery .....	74
5.3 Conclusions .....	75
5.3.1 Budget Allocation .....	75
5.3.2 Procurement Methodology .....	75

5.3.3 User Needs Identification.....	75
5.3.4 Vendor Selection.....	76
5.4 Recommendations.....	76
5.4.1 Budget Allocation.....	76
5.4.2 Procurement Methodology.....	76
5.4.3 User Needs Identification.....	77
5.4.4 Vendor Selection:.....	77
REFERENCES.....	78
APPENDICES.....	82
APPENDIX I: LETTER OF INTRODUCTION.....	82
APPENDIX II: CONSENT FORM.....	83
APPENDIX III: QUESTIONNAIRE.....	85
APPENDIX III: RESEARCH WORK PLAN.....	<b>Error! Bookmark not defined.</b>
APPENDIX IV: ESTIMATED RESEARCH BUDGET.....	<b>Error! Bookmark not defined.</b>
APPENDIX VI: NACOSTI LICENSE.....	93



## LIST OF FIGURES

Figure 1: Theoretical Framework .....	16
Figure 1: Conceptual Framework .....	21



## LIST OF TABLES

Table 1: Target Population.....	39
Table 2 Size of the Sample.....	41



## LIST OF ABBREVIATIONS AND ACRONYMS

<b>GDP</b>	Gross Domestic Product
<b>KPLC</b>	Kenya Power and Lighting Company
<b>PDE</b>	Procurement Disposal Entity
<b>PPOA</b>	Public Procurement Oversight Authority
<b>RBV</b>	Resource Based View
<b>SPSS</b>	Statistical Package for Social Sciences



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

It is widely acknowledged that procurement planning is critical, and this is especially true for big, complicated, multi-year, and/or multimillion-dollar requirements when there is a possibility of change in personnel or requirements over time, as well as increased risk and scrutiny (Kovacs, 2004). Project management experts and government departments support and encourage procurement planning because, when done incorrectly, the procurement and resulting contract can cause dissatisfaction and time-consuming detours. Additionally, when the procurement process is audited, the absence of procurement planning is typically found to be the causal factor (Agaba & Shipman, 2007).

The process of establishing long-term goals and the general course of action that the procurement function will follow to fulfill its mission is known as procurement planning. It is the act of bringing actions into alignment and consistency. Planned, budgeted, and procurement function management are achieved by converting an organization's mission, goals, and objectives into quantifiable operations (Okong'o, 2016).

Procurement Planning involves weighing choices and offering suggestions based on a range of considerations unique to the project at hand. Prime contracting, in which a major supplier manages subcontractors during the delivery process, may be included in strategic procurement plans. Furthermore, as part of the goal to efficiently manage the procurement function, annual procurement plans are used (Willy & Njeru, 2014).

The procuring entity's proposed plan for what, how, and when to acquire commodities, labor, and services for a specific fiscal year is known as the procurement plan. In order to ensure that all operations are carried out efficiently and on schedule, procurement planning is deemed to be the process of determining the demands for procurement as well as the ideal time to purchase and fund them (Ombuki, Arasa, Ngugi, & Muhwezi, 2016).

Procurement planning, according to Tadesse (2017), is a technique used by companies or government organizations to plan purchases for a specific duration. The purchasing function that an organization utilizes to get goods and services from outside suppliers is known as procurement planning, according to the Economic Commission of Africa (2013). This application makes the procurement process easier and faster while alerting firms about the procurement plans of the procuring entity for the upcoming fiscal year. Avoiding haphazard procurement and improving the government marketplace's transparency and appeal to vendors and service providers are its main goals (Mrope, 2017).

In both developed and developing nations, procurement planning is widely acknowledged to have a significant role in enabling public sector organizations to operate effectively and efficiently. Contributions to public sector management can come from both the federal and local governments. According to Waal (2012), there is no question about the role procurement planning plays in enabling public sector organizations to provide services effectively and efficiently, whether in developed and developing nations. It can help with public sector management at the levels of both the federal government and local governments. His research showed a strong correlation between service delivery and procurement strategy. These findings are contrasted with those of other studies conducted worldwide, and recommendations for management, legislation, and further study are made.

According to Gronroos (2014), monitoring the degree to which the level of service provided satisfies the expectations of stakeholders is a crucial aspect of service quality. A widely accepted interpretation of service quality states that the service must meet the requirements (Edvardsson, 2014). Research in the procurement demands sector is relatively recent, despite intense scholarly discussion and focus on problems pertaining to comprehending service quality from the viewpoint of an external client (Gremler et al., 1994).

However, Mamiro (2010) pointed out that when services aren't provided, corruption can flourish. Three essential elements of service delivery are identified by Brinkerhoff (2014) as follows: measuring objectives and outcomes; justifying or explaining those outcomes to internal or external monitors; and penalizing non-performance or corrupt behavior. According to Artley (2014), organizations that lack performance measures in their plans, procedures, and processes perform worse and have more employee and customer turnover as well as lower performance.

A major impediment to Africa's economic growth is inadequate planning for procurement. It is evident that many African nations have already placed insufficient emphasis on managing resources appropriately (Senait, 2016). A proficient government procurement framework is essential to the advancement of African economies and reflects their genuine intention to employ public cash. Adopting a new procurement structure will improve measurement accountability and accuracy, and it will also increase public trust in their procurement service. Over time, numerous African countries have implemented policies aimed at decentralizing government tasks related to progress, development, and management. This method was recognized and approved in the 1980s (Benjamin, 2017). Public procurement

systems were the norm for governments and benefiting stockholders in the 1990s, when they became customary with public procurement norms and profitability (Nyanjala, 2016).

Procurement procedures in Kenya are still rife with corruption. It raises the cost of conducting business, which raises the price of public tenders and results in subpar project execution from contractors looking to save money on bribes. It has been discovered that these illicit payoffs reduce the caliber of business and business transactions by 30 to 50%<sup>10</sup>. Research indicates that the Kenyan government could save about 25% of its spending<sup>11</sup> with an efficient procurement system. (World Bank & IFC, 2023).

Researchers, academicians, and policy makers in Kenya are becoming more interested in procurement planning these days (Chepng'etich, 2018). The only laws governing procurement control in the public sector at the moment are those pertaining to planning and management. It outperforms all state procurement policies and procedures in every way. It created a cutting-edge framework for procurement that enables the achievement of various objectives and promotes skill and caution in the public sector's supply and clearance. Additionally, it ensures that procurement practices are impartial, open, and free from discrimination, and it supports equitable and fair processes.

### **1.1.1 Public Procurement in Kenya**

Public procurement in Kenya is governed by "the Public Procurement and Assets Disposal Act "(PPADA, 2015). In order to promote economy and efficiency, the Act's main objective is to establish mechanisms for public institutions to purchase and dispose of surplus, old, or unusable equipment. Public organizations are required by this Act to organize "their procurement activities in a way that optimizes the value of taxpayer funds while maintaining transparency and accountability" (Republic of Kenya, 2015). The Public Procurement and

Disposals Act of 2005 (PPDA of 2005) was revised to become the PP&ADA of 2015. The latter was ratified on December 18, 2015, and went into effect on January 7, 2016. According to the Republic of Kenya (2015), the PPDA is "applicable to all state organs and public organizations in charge of contract management, inventory and asset management, asset disposal, and procurement planning as well as procurement processing." Before the beginning of each fiscal year, "all accounting officers of public entities are required to create a reasonable annual purchasing plan within the approved budget" (GOK, 2016).

### **1.1.2 State Corporations in Lamu County**

State Corporations, often known as parastatals in Kenya, are created under the State Corporations Act, chapter 446 of Kenyan statutes, and are granted the freedom to operate and focus on particular mandates to enhance public service delivery. According to Section 2 of the State Corporations Act (1987), state corporations are organizations that the government owns and runs. These entities, which are created by particular Acts of Parliament, may comprise banks, financial institutions, or businesses in which the government owns the majority of the shares. State corporations' subsidiaries are also included under this definition. These organizations, which are subject to particular laws and rules specified in the State Corporations Act, are important players in many economic areas.

Twenty-six<sup>2</sup> (262) state-owned companies exist in Kenya; these are divided into groups according to their missions: manufacturing, universities, training centers, regional development, regulatory bodies, universities, service-oriented, and commercial (source: [www.scac.go.ke](http://www.scac.go.ke)). Established with the dual goals of achieving social and commercial purposes, the Kenyan government created these State Corporations. According to Nyakamba and Muraya (2018), they accomplish a number of objectives, such as redistributing money,

meeting social and political objectives, fixing market failures, offering healthcare and education services, and foster development in underserved areas. Furthermore, the State Corporations Advisory Committee (SCAC) has been tasked with advising the government on any issue related to the general management of State Corporations, as stated in section 27 of the Act. The Act also confers various other statutory functions on the SCAC collectively (SCAC, 2019).

Despite having a board of directors or other comparable governing bodies to manage their daily operations, they are generally supervised by the Ministries under which they were established. Pressure comes from meeting efficiency and value for money standards, but it also comes from the requirement to ensure compliance with the intricate public procurement legislation.

The government of Kenya admits that subpar public sector performance throughout time, particularly in the management of public resources, has impeded the achievement of sustainable economic growth (GoK, 2015). Procurement strategies have gained attention from many firms as a result of the business environment's rapid changes. The administration has persisted in implementing many reform initiatives. These steps include the implementation of service charters, competitive hiring and screening of senior management, performance contracting, and strategic procurement planning.

The eight functional categories of "regulatory corporations, service companies, regional development authorities, and training corporations can be used to roughly classify the eleven state corporations found in Lamu based on their major responsibilities and mandates." State companies are forced to adopt contemporary business management techniques, according to the standards of service for these entities that were announced by

the President's office after consulting with the state company advisory committee (Government Press, 2004). The standards explicitly state that every corporation must have a business strategy that includes a mission statement, values, goals, and objectives.

## **1.2 Statement of the Problem**

The ultimate objective of procurement planning is to take integrated, coordinated action to quickly and affordably satisfy a requirement for products, services, or labor. In order to prevent last-minute, impromptu, or poorly organized procurement which runs counter to open, efficient, and effective procurement early and accurate planning is crucial. Furthermore, the majority of possible procurement process reductions are attained through advancements in the planning phases. Better procurement performance, which guarantees the effective acquisition of resources for service delivery, is dependent upon procurement planning. Procurement planning by itself, though, might not improve service delivery. Service delivery is significantly impacted by additional variables as well, including bureaucracy, corruption, resource availability, organizational structure, and tendering procedures.

Numerous studies on service delivery and procurement planning have been conducted. Otieno (2019) for example, evaluated the procurement governance practices at Nairobi City County. Budi (2022) investigated the difficulties in overseeing the procurement procedure at Kenya Rural Roads. Wandera, Abuya, and Kiongera (2023) investigated strategic procurement planning and service delivery of County Governments in Western Kenya Region. Osemebe (2015) examined how operational management techniques affected the purchase of pharmaceuticals in underdeveloped nations using Kenya Medical Supplies Agency (KEMSA) as a case study.

These studies reveal a number of serious issues with Kenya's procurement system, including inadequate budget allocation, a lackluster relationship between expenditures and purchases,

inefficiencies vendor selection, and inadequate user needs identification. This study aims to close the knowledge gap by examining the relationship between procurement planning and service delivery with reference to State corporations in Kenya. While procurement planning has been the subject of numerous studies, this aspect has been largely ignored. Therefore, the study seeks to establish the effect of procurement planning on service delivery in Lamu County, Kenya.

### **1.3 Purpose of the study**

The purpose of this study was to examine the effect of procurement planning on service delivery in Lamu County.

#### **1.3.1 Specific objectives**

The study was guided by the following specific Objectives:

- i. To assess the effect of budget allocation on service delivery in Lamu County, Kenya.
- ii. To examine the effect of procurement methodology on service delivery in Lamu County, Kenya.
- iii. To determine the effect of user needs identification on service delivery in Lamu County, Kenya.
- iv. To assess the impact of vendor selection methods on service delivery performance in Lamu County, Kenya.

### **1.4 Research Questions**

The following research questions will guide the study;

- i. What is the effect of budget allocation on service delivery in Lamu County, Kenya?
- ii. How does procurement methodology affect service delivery in Lamu County, Kenya?
- iii. To what extent does user needs identification affect service delivery in Lamu County?

iv. What is the effect of Vendor Selection on Service delivery in Lamu County, Kenya?

### **1.5 Significance of the Study**

The study's findings may be particularly valuable in providing further knowledge to present and prospective organizations on procurement planning for service delivery in Kenyan counties, allowing them to remain financially sound. The findings may also serve as a useful reference material for stakeholders in counties and academic institutions as they develop work plans to accomplish performance targets.

The research will help to identify additional topics of research based on the findings of this study. The study may serve as a reference for future researchers on related topics, as well as for other academicians who are studying the same topic. The study may potentially identify other relevant linkages that require additional research.

It may assist policymakers in the public and private sectors in identifying vital areas in their businesses and making suitable decisions to guarantee that strategic planning is heavily stressed. Additionally, by means of this study, county leaders and managers will be able to make accountable strategic plans and policy choices intended to support and maintain high organizational performance, as well as manage national and organizational resources in a way that will benefit counties going forward.

### **1.6 Scope of the study**

This study was carried out in Lamu County only. The study's focus was on the effect of procurement planning on service delivery in Lamu County. In this study, data was collected from the employees of state corporations. State Corporations were chosen for the study because they serve a significant role in service delivery. They represent a diverse group of

entities which makes them a suitable context to investigate the effect of procurement planning on service delivery. Additionally, state corporations often have limited resources and face unique challenges, making them an important focus for research and potential interventions.

Procurement employees were selected because they play a pivotal role in procurement planning and service delivery. They are responsible for overseeing all the processes involved in acquiring the products, materials, goods and services needed for efficient organisation operations. Examining their perspectives and actions provides insights into the procurement planning aspect of the study.

Finance employees are integral to the research due to their pivotal role in making financial decisions for both internal and external affairs within an organization. Their involvement was indispensable as they are responsible for various critical tasks related to budgeting, accounting, financial forecasting, and reporting.

The study adopted a descriptive research design to address the quantitative method used. Questionnaires were utilized for quantitative data collection. This method was chosen due to its suitability for gathering standardized responses from a relatively large sample of respondents. The quantitative data obtained from the questionnaires provided statistical insights into the relationships between procurement planning and service delivery. The study was conducted between May and June 2024.

### **1.7 Study limitations**

The study relied on employee self-reported data, which is prone to response bias or social desirability bias. To reduce the probability of answer bias or errors, the researcher gave

participants clear instructions on how to complete the survey or questionnaire. The study focused only on quantitative data, excluding qualitative data that could provide a more in-depth insight of employee experiences and perceptions.

### **1.8 Assumption of the study**

The study held the following assumptions;

- Procurement planning significantly influenced service delivery outcomes.
- Adequate budget allocation positively impacted service delivery in Lamu County.
- The chosen procurement methodology affected the efficiency and effectiveness of service delivery.
- Proper identification of user needs contributed to improved service delivery.
- The method of vendor selection had a direct impact on service delivery performance.
- The participants (procurement and finance employees of selected state corporations in Lamu County) provided accurate and reliable information for the study.
- The researcher's reflexivity and awareness of their positionality mitigated potential biases and enhanced the credibility of the research findings.

### **1.9 Operational definition of terms**

**Budget:** A comprehensive, well-organized plan that outlines all activities and operations, puts them into monetary terms, and binds them to a certain timeframe. It serves as an official representation of the organization's work plan and aids in the achievement of its goals.

**Planning:** It describes how decisions are made about what will be accomplished in the future and how plans of action are created to get there.

**Procurement Planning:** A section of the procurement process responsible for obtaining goods, services, or labor required to satisfy a company's requirements in the fastest, most economical, and most efficient way possible.

**Public Procurement:** The type of contract that makes use of public monies.

**Service Delivery:** A habit of providing clients with what they need on time.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter includes studies of pertinent literature on the viewpoints of different academics on service delivery and procurement planning. The study's research objectives are addressed in this chapter through a review of pertinent theories and existing literature.

#### **2.2 Theoretical Review**

The study draws upon several theories, including Stakeholder theory, Institutional Theory, Purchasing Portfolio Theory, and Resource Based View Theory.

##### **2.2.1 Stakeholder Theory**

According to Plumme et al. (2008) and Freeman and Parmar (2010), the theory essentially takes into account the opinions of various stakeholders (rather than just the company's shareholders) when making decisions and concentrates on creating value for these parties. A 1963 internal memo report from the Stanford Research Institute (SRI) is frequently cited as having the first definition of a stakeholder, according to Freeman (1984). The document described stakeholders as those groups that the organization could not survive without. An organization's ability to survive and thrive depends on certain groups, which is how Freeman (2004) interpreted this definition. In scholarly circles, stakeholders are defined by Freeman (1984) as any group or people that can influence or be impacted by the accomplishment of the organization's goals. This definition is preferred over the latter since it is solely focused on the organization.

Friedman (2006) asserts that there is a definite correlation between the identification of stakeholders and the delineation of their roles. The researcher goes on to say that the primary stakeholder groups include shareholders, suppliers and distributors, local communities, employees, and customers. Additional parties and people that are regarded as stakeholders include the following: the media, the general public, business partners, next generations, previous generations (organization founders), academics, rivals, non-governmental organizations (NGOs), or activists – taken as an individual; representatives of stakeholders such as labor organizations or trade groups of suppliers or distributors; financiers (debt holders, bondholders, creditors); rivals; and the government, regulators, and policymakers.

A firm has obligations to more than simply its shareholders, according to the stakeholder theory. A key component of "Corporate Social Responsibility (CSR)," which acknowledges the obligations of firms in the modern world, be they legal, ethical, charitable, or economic, is the stakeholder theory, according to Freeman (1984), the idea's creator.

A business's goal, according to this theory, should be to maximize value creation for its stakeholders. Executives must keep the interests of shareholders, communities, suppliers, employees, and consumers aligned and moving in the same direction for their company to prosper and last over time. A greater degree of creativity is needed to maintain these interests in line than the simple tactic of pitting stakeholders' interests against one another. Therefore, executives who manage for stakeholders will also maximize value creation for investors and other financiers (Freeman, 1984). Stakeholder theory, as defined by Freeman et al. (2010), was created to address three issues that had come up over the previous three decades: strengthening our comprehension of value generation and how it is sold; tying

ethics and capitalism together; and assisting managers in handling these issues (Parmar et al., 2010; Freeman et al., 1997).

Furthermore, according to Freeman (1999), Sinclair (2010), Freeman et al. (2004), and others, stakeholder theory incorporates elements of descriptive, normative, managerial, and instrumental theory. Stakeholder theory's foundation is instrumental, according to Freeman (1999), whereas Donaldson and Preston (1995) contend that it is normative at its core. It is stated that organizations have stakeholders in a descriptive manner. Organizations that take into account the interests of their stakeholders are therefore deemed to be more effective compared to those that do not. Stakeholder theory is also predicated on a number of assumptions. The entire concept is based on the assumption that management decisions have the power to influence a large number of individuals and that business is a vital component of society rather than a distinct, solely economic entity (Freeman and Liedtka, 1997). As a result, both internal and external groups have an impact on the organization, are motivated to see it succeed, or have some other relationship to it (Laplume et al., 2008).

According to Freeman (2010), the organization and its stakeholders—which each company must identify—usually comprise the following: consumers, suppliers, employees, shareholders, government, and rivals. These stakeholders are also known as the organization's major variables. Evaluation of the groups affected by the firm's activities and decisions, as well as the groups that do influence the firm, is required to identify the stakeholders of an organization (Boselie, 2010).

Service delivery, which is a part of the procurement management process, and procurement planning are two facets of organizational structure and user happiness that come from

effectiveness and quality. And this is where the theory comes into play. The relationship between the service provider and the PDE is explained by the theory. In addition to the PDE's expectations on proper delivery methods and high-quality products or services, the supplier also anticipates prompt payment. The hypothesis was thought to be pertinent and appropriate for this investigation despite its detractors.

### **2.2.2 Institutional Theory**

The conventional method for analyzing certain aspects of public procurement is the institutional theory (Okinyi & Muturi, 2016). However, no one definition of "institution" or "institutional theory" is accepted by all. Lammers (2017) asserts that institutions are made up of cultural, cognitive, and regulative components that, when combined with related resources and activities, give life purpose. The three pillars of institutions—regulatory, cultural-cognitive, and normative—are described by the author. The regulatory pillar places a strong emphasis on using laws, rules, and penalties as a means of enforcement, with the goal of ensuring compliance based on necessity.

The social duty that serves as the foundation for compliance is the normative pillar, which discusses norms (the way things should be done) and values (the preferable or desirable). The mutual comprehension (common beliefs, symbols, shared understanding) is the foundation of the cultural-cognitive pillar. According to Altayar (2018), firms are institutional structures that are social and cultural and have direct ties to their surrounding contexts. Firms are social and cultural entities, and as such, they are compelled by external surroundings to adopt norms and practices (Shibin et al. 2020). Top management behavior of a company is influenced by a social reality that results from the laws, customs, and values that shape the community in which the company functions.

### **2.2.3 Purchasing Portfolio Theory**

Kraljic (1983) first proposed this idea, which is applied in supply and purchasing management. He insists that supply management should incorporate purchasing. He created a useful portfolio technique in this context to determine an all-encompassing supply plan. The Kraljic technique entails creating a portfolio matrix that divides goods and services into two categories: supply risk and profit effect (Montgomery, Ogden & Boehmke, 2018). Different supplier management strategies are needed for each of the two categories. By using target price, tendering, product substitution, and other strategies, leverage items enable the purchasing business to fully utilize its purchasing power (Mello, 2017). Routine items are low-value and regularly ordered, which results in high transaction costs.

### **2.2.4 Resource Based View Theory**

Prominent proponents of the RBV included Bain (1968) and Porter (1985). It was created as an addition to the business organization approach. The structure of an industry serves as a proxy for the drivers of a company's success, according to the industrial organization view, which centers on the structure-conduct-performance paradigm. The RBV, in contrast, aims to explain why companies within a given industry might fare differently and specifically looks for internal sources of sustainable competitive advantage. Because of this, the RBV enhances the industrial organization method rather than substitutes it (Peteraf & Barney, 2003). Two assumptions are made in the analysis of the causes of competitive advantage by Peteraf and Barney (2003).

In the first place, this model makes the assumption that companies within a strategic group or an industry may differ in the range of resources they manage. According to D'Oria et al.(2021), the fact that resources used to implement business strategies are not entirely

convertible between organizations, it also suggests that resource heterogeneity would persist over time. Hence, a resource bundle cannot provide a competitive advantage unless its resources are heterogeneous, or distinctive.

Advocates of Resource-Based Viewpoint (RBV) assert that resources that are rare, unique, incomparable, and non-transferable can yield excellent results, giving the company a sustained edge over competitors. The utilization of the firm's residual value model (RBV) is a suitable method for examining competitive dynamics, wherein resources refer to both tangible and intangible assets that are linked to the organization in a semi-permanent way. These assets include technological, human, and physical qualities. Because resources by themselves are insufficient, RBV theory presents a class of capabilities that come from intricate patterns of resource transfers and coordination (Wong & Karia, 2010).

According to RBV, qualities and resources can often work better together and have greater potential value. According to Holdford (2018), companies possess several kinds of resources, and over time, superior performance and competitive advantage are created by how well they demand, develop, keep, package, and use these resources. Therefore, the principles of RBV stipulate that assets and competencies, like a collection of assets, should be noteworthy, uncommon, distinct, and useful for the firm (Holdford, 2018). To provide long-term competitive advantage, a company can, for instance, have additional assets that are optimized.

This theory explains how a company's service delivery and procurement strategy are related. It plays a pivotal role in elucidating how companies can leverage exceptional procurement practices as sources of competitive advantage and competences to enhance service delivery, especially when combined with firm-allotted resources. The organization's competitive edge

in service delivery can be translated into quality, efficiency, and effectiveness when it comes to procurement planning personnel, who are the resources that must be employed in this process. Consequently, the procurement portfolio, policies and guidelines, logistics administration, and budgetary practices are impacted by this hypothesis (Paulraj, 2011).

### 2.2.5 Theoretical Framework

Theoretical Framework is a visual representation of the interrelationship between theories developed by scholars to explain variables identified by researchers for various studies (Kivunja, 2018). This Study employs four theories; the Stakeholder Theory, Institutional Theory, Resource Based View Theory and Purchasing Portfolio Theory. Figure 1 is a diagrammatic representation of the theoretical framework for this study.

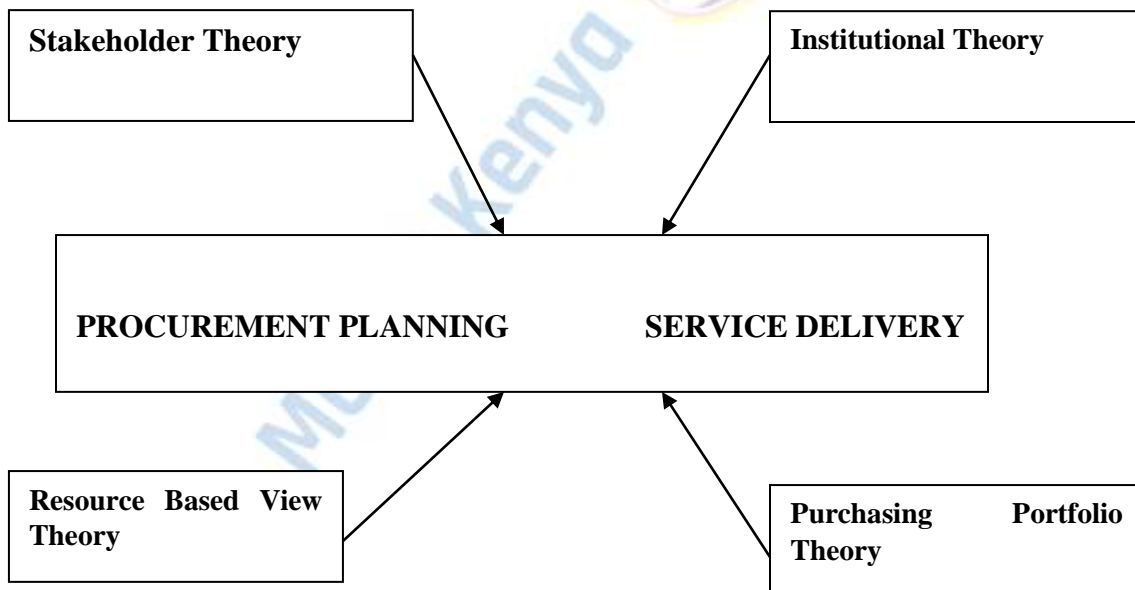


Figure 1: Conceptual Framework

Source, Researcher (2024)

## **2.3 Empirical Literature Review**

### **2.3.1 Budget Allocation and Service Delivery**

Scott and Enu-Kwesi (2018) conducted a study to examine the function of budgeting in Ghana's district assembly in terms of service delivery. The study used a mixed-method research design in which qualitative and quantitative data were collected via questionnaires, interviews, focus group discussions, and document analysis. To choose questionnaire respondents, key interview informants, and focus group discussion members, the study used multistage sampling. Thirty-four out of the 170 district assemblies that existed in 2008 were sampled. The study involved 612 District Assembly (DA) officials, 1020 individuals, 28 national/regional authorities, and 20 focus group participants. While qualitative data were analyzed thematically, quantitative data, measured using scaled-items, were analyzed using regression and descriptive statistics. The results demonstrated that while district assembly officials evaluated service delivery as adequate, voters gave it low ratings. The study found that budgeting procedures significantly improved the provision of services. The study's conclusions have a big impact on scholars, public administrators, and citizens because they show how important it is to have sound budgeting procedures in place for public sector decentralized governments and agencies to be able to provide the public with satisfactory services, especially in the context of Africa.

Kakai and Mukono (2022) carried out an investigation to determine how budget allocation affected Kenyan governmental organizations' procurement procedures. Resource Based Theory served as the study's foundation, and a descriptive research approach was chosen. The forty-odd chief registrars, court registrars, deputy registrars, directors, and deputy directors in the judiciary were the study's targeted population. The complete population of

the forty respondents was used in the study, which employed a census technique. Furthermore, the tools used for gathering data included both questionnaires and interview guides. The Pearson's Correlation Coefficient of  $r = 0.798$ ,  $p$ -value 0.0001, which measures correlation strength, showed a positive relationship between budget allocation and budget usage. Per Pearson's Correlation Coefficient of  $r = 0.608$ ,  $p$ -value 0.0001, the results showed a favorable relationship between the procurement process and budget utilization. The findings of the regression analysis showed that there is a strong and positive correlation between the judiciary's budget use and the procurement and budget allocation processes. According to the report, a taxonomy that facilitates stronger connections between financing initiatives and policy priorities should be used. The report also suggested that the budget should include clear information on every facet of judicial policy. To ensure that laws and internal controls are followed correctly, oversight needs to be strengthened.

With Nairobi City County as a case study, Apiyo and Mburu (2014) examined the variables impacting procurement planning in Kenyan county governments with the intention of providing suggestions for efficient procurement planning. The goal of the study was to ascertain how procurement planning is influenced by staff competency, budgeting processes, ICT tools, and management support. Questionnaires were distributed to each of the 103 procurement department employees as part of a census. Through self-administered questionnaires, data was gathered. A combination of qualitative and quantitative methodologies was used to analyze the collected data. The study found that buy planning was impacted by ICT tools, budgeting processes, insufficient procurement personnel competencies, and a lack of leadership support. Lastly, the study suggested that more research be done in other nations to see whether the same results might be obtained.

John and Kenya (2016) endeavored to pinpoint the factors affecting procurement planning in public secondary schools within Migori County. The study aimed to evaluate how staff competency, budgeting procedures, cost estimation, and ethical procurement practices influence procurement planning in the public secondary schools of Migori County. Data were gathered through the utilization of self-administered questionnaires distributed to 176 individuals occupying various roles including principals, deputy principals, and heads of departments, bursary recipients, and clerks in public secondary schools. A total of 123 secondary schools made up the study's sample. Multiple regression analysis and descriptive statistics were employed to assess the data, and the consensus method was used to select schools across different sub counties. The results showed that cost estimation, budgeting procedures, personnel competency, and moral procurement practices all affected secondary school procurement planning.

### **2.3.2 Procurement Methodology and Service Delivery**

The impact of procurement practices on the performance of New York-based enterprises was investigated by Arrowsmith and Hartley (2016). Examining how supplier engagement and procurement procedures affect performance was the goal of the study. The research employed a correlation design. Descriptive statistics, specifically mean and percentage were utilized to analyze the obtained data. The study concluded that organizations must buy items using appropriate procurement strategies. The procurement method involves procedures used in the acquisition of products. According to Sagimo (2012), the procurement method is a strategy of values and knowledge that involves a shared base of purchasing. The procurement technique influences most aspects of an organization, such as how, when, and who makes choices and distributes goods and services inside the business.

Simatupan (2015) looked into how Indian companies' performance was affected by their buying policies. The purpose of the study is to look into how procurement procedures affect business performance. A descriptive research design was employed in the study. A sample of twenty-two companies was included, and twenty-two respondents received the questionnaire. Data analysis was described using descriptive statistics. Firm performance was connected with procurement techniques. Therefore, by identifying the ideal supply of goods and services, procurement processes enhance the performance of the supply chain.

Research on how procurement strategies affect Pakistani chemical companies' purchasing performance was done by Hassan, Habib, and Khalid (2014). This study looked at how Pakistani chemical companies' purchasing practices were affected by procurement processes. Data from the study was gathered, examined, and published in procurement reports. The investigation was carried out across six industries. We looked at the provided data using multiple regression analysis. Performance and procurement strategies have a significant correlation, according to the statistics. Building trust is connected to supplier parties, procurement processes, and other factors. In their purchasing procedures, suppliers and buyers are at ease and confident.

In Nigeria, Odhambi (2013) looked into how procurement strategies affected supply chain management. A descriptive design was used in the investigation. The Tobin Q model was employed for data analysis. Data, handbooks, and document guides were gathered using the questionnaire between 2011 and 2013. Regression coefficients were emphasized in the analysis of the data. The research showed that procurement methods had an impact on output. Performance is enhanced by the acknowledgement letters sent to suppliers. Supplier policies and procedures serve as the foundation for compromise. The study did not obtain

buyer knowledge, but it did find that the procurement expertise unit can provide supplier procurement techniques. To apply for procurement labor, tenders go through several steps. Lack of supplier procurement strategy is still a problem for most businesses.

In Ethiopia, Simchi and Kaminsky (2013) looked into the connection between organizational success and procurement methods in public institutions. The goal of the study was to ascertain how supply chain management and design, as well as firm performance, were affected by procurement techniques. The study looked at four public health organizations' supplier procurement procedures. A total of 345 respondents who were employed by the four enterprises that were the subject of the investigation were their procurement processes. Simple and multiple regression analysis were performed using a panel data design. The study discovered statistical significance in the procurement techniques employed by customers and suppliers. Thus, in terms of stock levels, cost awareness, and refunds, procurement procedures were critical to procurement practices.

Many procurement techniques are available, as per PPADA (2015); however, this is contingent upon the threshold matrix based on the value of the goods, works, or services that the purchasing entity (PE) want to receive. Procurement procedures that are transparent, affordable, and equitable that yield adequate accountability and, consequently, value for money include open tender, request for proposal (RFP), and restricted tendering, wherein the PE exclusively engages with pre-qualified suppliers. These tactics are all meant to guarantee that the procurement plan is carried out in an efficient manner.

Sharma (2017) claim that when implementing a procurement plan, the correct procedures are followed, which include confirming the availability of funds, checking specifications to guarantee quality and value for money, and finally supplying market rates or prices to

prevent exaggeration, which could have an impact on the PP's effective implementation. Public employees in Kenya are expected to abide by codes of ethics in their separate workplaces due to the organized policies and processes in the country's public sectors as well as the emphasis on integrity and leadership in Chapter 6 of the Kenyan Constitution, 2010.

### **2.3.3 User Needs Identification and Service Delivery**

The identification of customer needs has gained global recognition as a crucial component for improving service delivery in a variety of areas. A critical phase in the supplier sourcing process is determining what is needed for purchase. It entails specifying the products or services, their quantity, timing, and suppliers that your company needs. The study carried out by Raji et al. (2022) investigated the function of user needs assessment in the public sector across several nations, such as the US, UK, and Canada. According to their research, nations with established methods for figuring out what users need—like frequent surveys and feedback systems—reported much better levels of operational effectiveness and customer satisfaction. The results underscored the significance of integrating user feedback into the processes of designing and delivering services in order to guarantee that they fulfill the genuine needs of the populace.

Zahari and Haliza (2019) carried out a study on the identification of need in capital asset procurement with a particular emphasis on the defense industry. According to the survey, procurement's main goals are to make sure the proper product is acquired in the right quantity. The study looked at the procedures that are currently in place for procurement and investigated the requirements for determining needs prior to beginning procurement. The researchers looked at the procurement process in the Defense environment using qualitative

techniques like semi-structured interviews and document analysis. The results showed that before deciding which capital assets to buy, the present procurement procedure should incorporate idea and requirement analysis. By ensuring that all requirements are taken into account when acquiring new capital assets, this integration would assist ministries and other government bodies. Nevertheless, prior to decision-making, the framework does not include a comprehensive idea and requirement analysis step. This oversight may result in ineffective operations and purchases that fall short of organizational requirements. By ensuring that needs and requirements are precisely specified and in line with strategic objectives before any procurement activities are taken, closing this gap would improve the procurement process.

Mensah and Tuo (2013) carried out research to assess how purchasing procedures affected performance in Ghana's public sector. With a focus on Kumasi Polytechnic and Komfo Anokye Teaching Hospital, the research specifically sought to ascertain whether these purchasing procedures support high performance, pinpoint the difficulties public institutions encounter in relation to these procedures, and investigate the connection between purchasing procedures and organizational performance. Fifty-five respondents were surveyed and interviewed as part of the study in order to collect data. The results showed that both institutions followed the public procurement rules for material acquisitions, demonstrating the importance of purchasing processes for organizational success. The study did, however, also identify a number of difficulties with these procurement procedures. The Public Procurement Act 2003 (Act 663), which governs the present procedures, is criticized for being overly strict and unyielding. The efficacy and efficiency of procurement procedures are hampered by this rigidity. According to the research, this Act has to be reviewed in order

to implement more flexible procurement practices. It also advocates using e-procurement to simplify the procurement process, cut costs, and make it easier to obtain goods.

The results showed that both institutions followed the public procurement rules for material acquisitions, demonstrating the importance of purchasing processes for organizational success. The study did, however, also identify a number of difficulties with these procurement procedures. The Public Procurement Act 2003 (Act 663), which governs the present procedures, is criticized for being overly strict and unyielding. The efficacy and efficiency of procurement procedures are hampered by this rigidity. According to the research, this Act has to be reviewed in order to implement more flexible procurement practices. It also advocates using e-procurement to simplify the procurement process, cut costs, and make it easier to obtain goods. According to the study, identifying needs has a big influence on how requirements are formulated, which has an impact on how public secondary schools execute their services. When demands are properly identified, resources are allotted and used to fulfill the real needs of the schools. The results showed that, at the 0.05 significance level, the impact of the tendering process on service delivery is statistically negligible. This implies that even while the tendering procedure is an essential part of procurement, the efficiency of service delivery in the setting under study is not directly impacted by it. The report draws attention to a disconnect between efficient service delivery in public secondary schools and procurement practices. To be more precise, although the needs assessment phase is essential for ascertaining actual requirements, the tendering process has little direct influence on the results of service delivery. It seems from this that other factors—possibly connected to implementation and monitoring—are more important in making sure that procurement procedures result in efficient service delivery..

### **2.3.3 Vendor Selection Methods and Service**

Otieno (2018) carried out a study to look into how vendor ratings affect the National Construction Authority in particular when it comes to service delivery in state companies in Kenya. This report is important for suppliers, the Kenyan government, and state companies managing service delivery. The National Construction Authority staff, comprising managers and their assistants from different departments, was the study's target population using a descriptive research approach. Questionnaires were used to poll the complete population of 120 respondents. With a 5% threshold of significance, the link between the independent and dependent variables was ascertained through a multivariate regression analysis, which was carried out using SPSS for data analysis. The dependent variable (service delivery) and the independent variables (vendor rating components) were found to be significantly correlated by the study. Precisely, the independent variables accounted for 65.80% of the variation in service delivery, with additional factors outside the model accounting for the remaining 34.20 percent. The results show that in order to improve service delivery in state companies, vendor rating elements are essential. These variables include supplier inspection techniques, the application of the overall quality policy, order handling duration, manufacturing and transaction expenses, pricing fluctuations, and the financial health of the provider. The investigation reveals a weakness in the present vendor rating and service delivery procedures, notwithstanding the noteworthy results. In particular, only 65.80% of the variation in service delivery could be explained by the model that was employed, indicating the presence of additional significant components that the study did not include. The report also emphasizes the necessity of better inspection techniques and suppliers implementing comprehensive quality policies.

Odhiambo (2015) carried out a study on supplier selection, supplier selection criteria, and the connection between procurement success and supplier selection are all covered in this paper. Descriptive survey design was employed in the research to ascertain Nairobi County's supplier selection criteria. Out of the 500 responders on the list, 150 respondents made up the sample size. Questionnaires were used to gather data from the field, which was then examined using Excel and SPSS before being shown in tables and figures. Questions about the primary data were used in the collection process. The degree of agreement or disagreement with the selection criteria was gauged using a five-point Likert scale. The majority of respondents, according to the study, agreed with the Nairobi County selection criteria. The survey also showed that, out of all the variables used, the most crucial one was cost. The results further showed that the supplier selection criteria and procurement performance had a significant relationship since the independent variables (cost, organizational and supplier profile, quality assessment, service levels, and pvalue) were statistically significant at the 95% confidence level.

Taherdoost and Brard (2019) examined the methods and criteria used in supplier selection, highlighting the process's significance to the performance of businesses. Because it entails finding, assessing, and signing contracts with suppliers—which can involve large financial outlays and have an impact on organizational success—selection of suppliers is vital for businesses. Minimizing purchase risk, maximizing total value, and promoting long-term partnerships between buyers and suppliers are the three basic goals of the supplier selection process. This paper presents a summary of supply chain management research, with an emphasis on supplier selection criteria and assessment techniques, especially multi-criteria decision-making. It attempts to provide businesses with clarity on the supplier selection

procedure so they may become more successful and competitive. Businesses looking to improve their supply chain management procedures must comprehend the supplier selection process. Organizations can make well-informed decisions that minimize risks and increase value by implementing structured decision-making procedures and taking into account both qualitative and quantitative factors.

A study was carried out by Chemjor (2015) to evaluate the supplier selection and assessment procedures used by Kenyan parastatals. Establishing the criteria for supplier evaluation, identifying implementation problems, and ascertaining the connection between procurement performance and supplier evaluation criteria were the primary goals. Targeting all 187 parastatals covered by the State Corporations Act of Kenya as of September 2015, the study used a descriptive research design. A 94% response rate was obtained by selecting a sample of 53 parastatals. Data were gathered by questionnaires, and SPSS software version 22 was used for analysis. The selection of suppliers by parastatals in Kenya is based on a number of factors, such as the caliber of the supplier's services, financial standing, adaptability, and effectiveness in providing services, fees, and compliance with procurement guidelines, information exchange, technical proficiency, supplier profile, experience, and observance of procurement protocols. The study noted a number of obstacles to supplier evaluation, including pressure from implementing standards, corruption, inept procurement officers, and inefficiencies in the procurement process, lack of incentives, and costly implementation and maintenance costs of procurement systems. The study suggests tackling issues to strengthen supplier selection procedures, making sure qualified staff oversees supply chain operations, and efficiently evaluating factors to improve procurement performance. It is vital to comprehend the processes and obstacles associated with supplier selection in parastatals in

order to enhance procurement efficiency and performance. Addressing the issues raised, procurement effectiveness can be improved overall and supplier evaluation procedures can be improved.

Shil (2009) conducted research on the importance of vendor selection methodology in supply chain management literature, highlighting its vital role due to technology improvements in industrial processes. The study focused on two major areas: identifying variables that influence vendor performance and selecting the best technique. According to the findings, vendor selection is an important decision for supply chain managers, particularly as manufacturing technology advances. The majority of research in this field focuses on the first vendor selection. When a steady supply of materials is needed, it is typical to have a list of specialized vendors when using advanced production technologies like lean manufacturing or just-in-time (JIT). For businesses with well-established supplier networks, the research offers insights into the process of choosing providers from internal databases. By using several analytical techniques, the decision-making process is improved and the best vendor is chosen.

### **2.3.3 Service Delivery**

Gikunda (2018) investigated the impact of procurement planning on service delivery in Kenyan state companies, using the Kenya Agricultural and Livestock Research Organization as a case study. Ninety people were the study's target group, and they included the Kenya Agricultural and Livestock Research Organization's financial and procurement officers. The study came to the conclusion that procurement planning significantly and favorably improved the quality of services provided by state businesses in Kenya. The study also found a favorable and significant relationship between service delivery and the procurement

portfolio. The study also found a favorable and significant relationship between service delivery and procurement policies and procedures. The study also found that there was a favorable and significant relationship between logistics management and service delivery. In addition, the study found a favorable and significant relationship between service delivery and procurement rules and processes. Furthermore, the investigation found a positive and statistically significant correlation between logistics management and service delivery. The study's final finding indicated a favorable and significant relationship between service delivery and procurement budgeting processes. Prior to initiating any procurement activity, the study advised procurement personnel to create a thorough and comprehensive procurement portfolio of the organization's procurement requirements. Spend analysis, risk analysis, and procurement methods should all be included in the portfolio, among other things.

A study was carried out by Lawino and Arinaitwe (2023) to assess the impact of procurement strategy on service delivery. Examining the connection between service delivery and procurement planning was one of the study's goals. Research methodologies that were both qualitative and quantitative were used. There were thirty people in the study population, and a sample size of thirty was chosen using a straightforward random sampling procedure. Tables with the data were used for analysis; frequency and percentage were used, and the findings were used to interpret the data. Procurement planning and service delivery have a strong and significant association, as indicated by the relationship between their roles, as indicated by  $r=0.95$ . The results of the study show that there is a substantial and favorable association between service delivery and procurement strategy. The 0.000 level of significance is applied to the purchase planning process, which is represented by an r. value

of 947, an r. value of 989, and a final r. value of 971. Moreover, it may be said that among the three concepts included in procurement plans, procedures, and values.

Ouyabaka (2017) studied the relationship between the procurement process and service delivery at the MONUSCO Entebbe Support Base. The research used a descriptive case study design. The target population included 261 employees. This study's samples were gathered using random and purposive sampling procedures. Questionnaires and interview guides were used to gather data. The quantitative data acquired was then analyzed using SPSS for descriptive and inferential statistics, while the qualitative data was analyzed using content analysis. The results of the study demonstrated how the procurement procedure helped MONUSCO provide services in an effective and efficient manner. The study revealed a limited correlation between the procurement procedure and service performance. It was discovered that contracts were given to suppliers that satisfied the technical requirements for the products or materials, ensuring that product standards were clearly met and that services were provided to all MONUSCO user departments. Vendors with lower prices were given contracts, suggesting that in MONUSCO ESB, the lowest-priced bidder is always given preference when awarding contracts. According to the report, management should make sure that procurement operations are carried out in accordance with the outcome measures.

Rono (2013) carried out research to determine the variables influencing service provision and the connection between service provision and procurement planning in Kenyan State Corporations. Using questionnaires, primary data was gathered from the State Corporations' executive directors and senior managers. Frequencies, means, standard deviations, and percentages were used to analyze the data. According to the study, corruption, the

government's investment climate, the difficulty of finding enough skilled labor to meet the growing needs of the local population, the difficulty of finding the right service provider with the necessary equipment, and the difficulty of finding better infrastructure—such as roads and electricity. The study suggests more research on the necessity for governments to prioritize the sector's effectiveness by implementing political and social economic changes that would enable State Corporations to offer services and plan procurement effectively. According to the study, State Corporations that provide service delivery must have an efficient procurement planning system in place.

Kinyua (2022) conducted research to ascertain the impact of procurement contract management, supplier evaluation, bidding process, procurement planning, and Public Procurement Disposal Act implementation on service delivery in Kenya's public universities. The agency theory, resource-based theory, and knowledge-based theory served as the foundation for this investigation. A descriptive research design was applied. Questionnaires were used to gather primary data. The study's target population consisted of 31 public universities located in Kenya. Census methodology was used in the investigation. The respondents were 31 heads of procurement departments in total. When procurement management methods are integrated with procurement planning, the study found a substantial negative impact (regression coefficient of  $-0.267$ ,  $p$  value of  $0.026 < 0.05$ ). Additionally, it was discovered that the tendering and supplier evaluation processes had a beneficial impact on the provision of services, with a regression coefficient of  $0.206$  and  $1.048$ , a  $P$ -value of  $0.000$  and  $0.038 < 0.05$ ). The procurement contract management got a  $P$  value of  $0.743 > 0.05$  and a regression coefficient of  $0.030$ . The study's findings indicated that the bidding process, supplier assessment, and procurement strategy had a major impact on

the public universities in Kenya's ability to provide services. It is advised that businesses make prompt procurements, conduct in-depth supplier market research, and issue requests for proposals and quotes. However, it was discovered that procurement contract management was negligible, meaning that service delivery is unaffected. The study's conclusions will advance both procurement theory and the formulation of procurement management policies.

## **2.4 Conceptual Framework**

Conceptual Framework is a road map the researcher undertake in a study and consists of interrelatedness between the variables that the researcher requires in conducting his investigation. This Study is guided by four Independent variables (Budget allocation, Procurement methodology, User Needs Identification and Vendor Selection) and the Dependent (Procurement Service Delivery) as shown in Figure 2.

## Independent Variable

## Dependent Variable

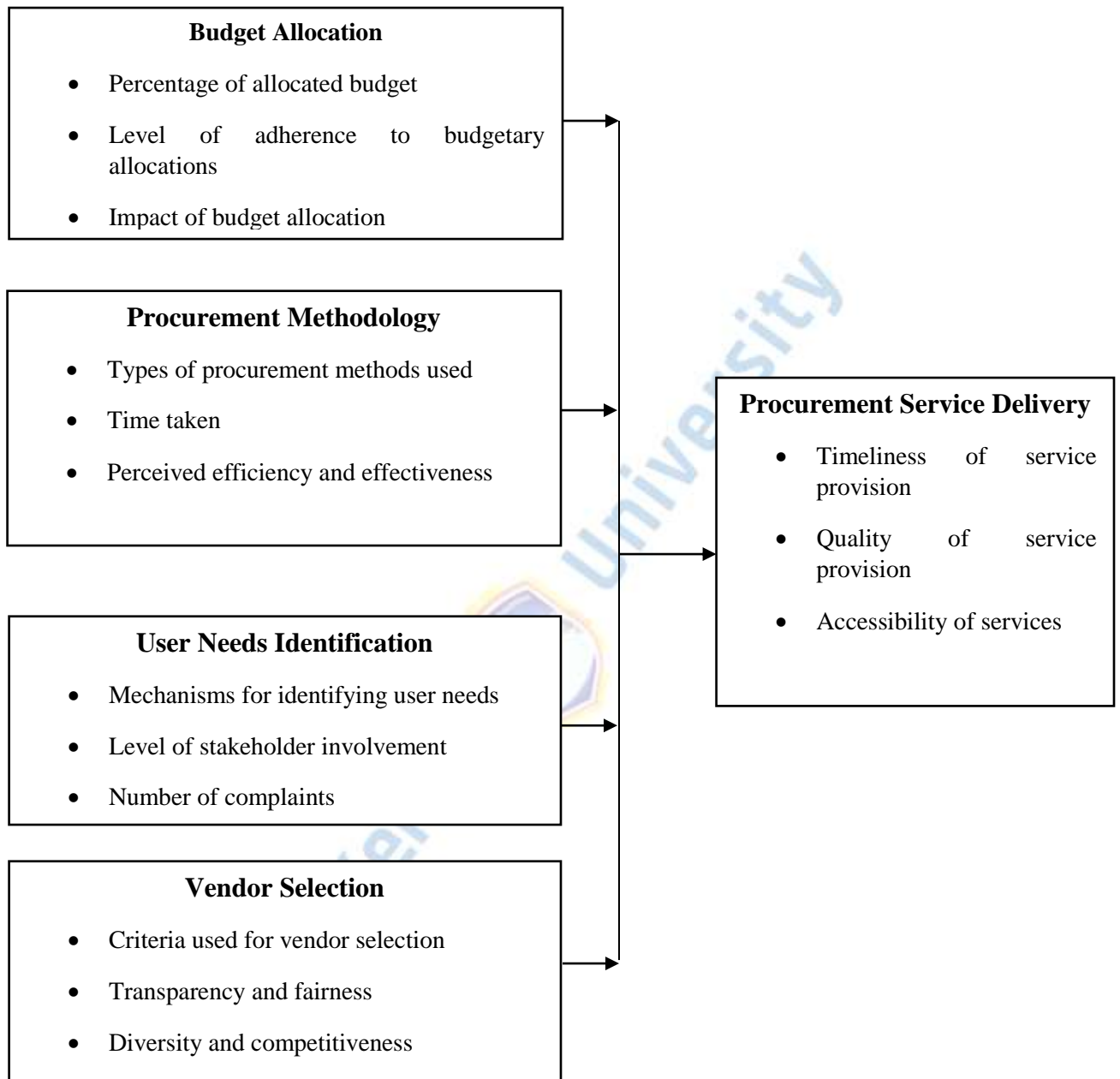


Figure 2: Conceptual Framework

Source, Researcher (2024)

## 2.5 Research Gap

While several studies have investigated the impact of procurement planning and methodology on organizational performance and supply chain management in various

contexts, there is a lack of specific research focusing on the effect of procurement planning, including budget allocation, procurement methodology, user needs identification, and vendor selection, on service delivery outcomes in county governments, particularly in Lamu County, Kenya.

This research gap highlights the need for a study that specifically examines how procurement planning practices influence service delivery outcomes in the context of Lamu County. Such a study would contribute to filling the gap in the existing literature by providing insights into the relationship between procurement planning and service delivery in the county government setting, thereby informing policy and practice aimed at improving service delivery effectiveness and efficiency.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

The section presents research methods that were used to conduct the study. This covers data collection, processing, and presentation; it also covers the target population, sampling strategies, sample size, and research design.

#### **3.1 Research Design**

This study made use of descriptive research. A descriptive study aims to collect data from a population in order to determine the respondents' current position with respect to the variables. According to Mugenda & Mugenda (2003), descriptive studies aim to collect data from a population to understand the current positions of respondents concerning various variables.

#### **3.2 Target Population**

Ngechu, (2012) observes that in order to generalize the findings of the survey of people, services and components, groups of objects, and dwellings, the population is a specific population and/or a collection is taken into consideration. Population is the measured or immeasurable collection of various traits, according to Lavrakas, (2008). The target population was 504 individuals in 11 state firms in Lamu County as shown in Table 1.

**Table 1: Target Population**

No.	State Corporation Name	Procurement Employees	Finance Employees	Target Population
1	Kenya Ports Authority (KPA)	32	25	57
2	Kenya Power and Lighting Company (KPLC)	20	20	40
3	Kenya Revenue Authority (KRA)	20	21	46
4	Kenya Wildlife Service (KWS)	25	27	52
5	National Hospital Insurance Fund (NHIF)	20	20	46
6	Kenya National Highways Authority (KeNHA)	20	22	42
7	National Environmental Management Authority (NEMA)	24	24	48
8	Kenya Maritime Authority (KMA)	23	20	43
9	Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET)	24	25	49
10	Kenya Airports Authority (KAA)	20	20	40
11	National Cereals and Produce Board (NCPB)	27	25	52
	<b>Total</b>	<b>253</b>	<b>251</b>	<b>504</b>

Source, Researcher (2024)

### 3.3 Sampling procedures and Technique

Lavrakas (2008) defined a sample of elements inside an inquiry setting that are taken from a bigger population. Another definition of a sample is the universe's chosen units to represent Kombo & Tromm (2009) and Kothari (2014). Participants for this study will be chosen by the researcher using a stratified random sampling procedure.

The sample size is estimated using Saunders et al (2009) formula. Workings for the sample size determination is as indicated below:

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

n= represents the sample size

$\alpha$ = is the margin error (0.08645%)

N= 504

Applying the formula,

$$n = \frac{N}{1+N(\alpha)^2} = \frac{504}{1+504(0.08645)^2} = \frac{504}{1+3.76785902} = \frac{504}{4.76785902} = 105.57$$

Therefore, the sample size for this research is = **106** Respondents

**Table 2 Size of the Sample**

No.	State Corporation Name	Target Population	Proportion (Approx.)	Sample Size
1	Kenya Ports Authority (KPA)	57	0.1086	11
2	Kenya Power and Lighting Company (KPLC)	40	0.0762	8
3	Kenya Revenue Authority (KRA)	46	0.0876	9
4	Kenya Wildlife Service (KWS)	52	0.099	10
5	National Hospital Insurance Fund (NHIF)	46	0.0876	9
6	Kenya National Highways Authority (KeNHA)	42	0.08	8
7	National Environmental Management Authority (NEMA)	48	0.0914	10
8	Kenya Maritime Authority (KMA)	43	0.0819	9
9	Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET)	49	0.0933	10
10	Kenya Airports Authority (KAA)	40	0.0762	8
11	National Cereals and Produce Board (NCPB)	52	0.099	10
	<b>Total</b>	<b>525</b>	<b>1.0000</b>	<b>106</b>

**Source, Researcher (2024)**

### **3.4 Data Collection Methods**

According to Gall, Gall, and Borg (2007), data collection is the process of gathering unprocessed, raw data that can be converted into information via the statistical method of data analysis. In order to accomplish its research goals, the study will use primary data collection techniques.

### **3.4.1 Primary Data**

The main tool used to gather data will be questionnaires. The questionnaire format has been adjusted to fit the purpose and goals of the study, drawing on the work of earlier writers and scholars.

### **3.4.2 Questionnaire**

The questionnaire's design enables respondents to indicate how much they agree or disagree with a number of statements pertaining to the explanatory factors. The response options are "Strongly disagree" and "Strongly agree."

### **3.5 Data Collection Procedure**

The 223 respondents will get structured questionnaires from the researcher, which will be used to gather primary data. The surveys will be physically given to the respondents by research assistants, and their completion will be extensively observed. Any questions or concerns that respondents have while filling out the questionnaire will be answered and clarified.

### **3.6 Pilot Testing**

Prior to deploying the questionnaire for data collection, a pilot test was necessary. The purpose of the pilot test was to adjust the questionnaire such that it was easy for respondents to answer the questions and that data captured. The pilot test was carried out in Kilifi County Government to evaluate the questionnaire's validity and the reliability for data collection.

#### **3.6.1 Validity Tests**

Validity pertains to how well a study assesses what it sets out to measure and how reliable the research findings are (Mugenda & Mugenda, 2008). The questionnaire was distributed to lecturers in the human resource management department at Mount Kenya University's

School of Business and Economics. They assessed the tools and gave their feedback to improve on the accuracy of the questionnaire.

### **3.6.2 Reliability Tests**

The degree to which research findings hold up over time and accurately represent the whole group being studied is referred to as reliability (Mugenda & Mugenda, 2008). Three categories of reliability are distinguished by Kirk and Miller (1986): test-retest reliability, which gauges a measurement's consistency when given repeatedly; stability reliability, which appraises a measurement's stability over time; and internal consistency reliability, which gauges a measurement's similarity among administrations within a specific time frame.

The internal consistency technique, which uses Cronbach's alpha coefficient as a reliability indicator, was used to guarantee the dependability of the data gathering tools. A fair assessment of the data's generalizability can be found in Cronbach's alpha (Zinbarg, 2005). An internal consistency level of at least 0.75 for the Cronbach's alpha coefficient indicates a high degree of reliability and the ability to generalize the data to represent the views of all respondents in the target demographic (Zinbarg, 2005).

### **3.7 Data Analysis and Presentation**

Following the completion of data collection, a comprehensive assessment of the returned questionnaires was done to determine those that were appropriate for data analysis. The data was then coded by giving number symbols for data entry. Following that, the coded data was examined to reduce errors while inputting the data into the Statistical Package for Social Sciences (SPSS V.24).

### **3.7.1 Descriptive Statistics**

Descriptive statistics was used to convert raw data into an easily understandable and interpretable manner. The analysis was presented in frequency distribution tables, charts and figures.

### **3.7.2 Correlation Analysis**

Correlation analysis was performed to find potential correlations between variables. To identify the strength and direction of correlations between variables, the Pearson Product Moment Correlation coefficient was calculated using SPSS V.24 as the statistical measure.

### **3.7.3 Regression Analysis**

Quantitative data was subjected to multiple linear regression analysis using the following formula;

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

Where: Y –Service Delivery

$\beta_0$  = is y intercept or y-axis when x is 0,

$\beta_1, \beta_2, \beta_3, \beta_4$  – regression (beta) weights associated with independent variables

X1=Budget Allocation

X2=Procurement Methodology

X3=User needs Identification

X4=Vendor Selection

### **3.8 Ethical Consideration**

The researcher sought for an authorization letter from University's ethical committee, National Council of Science and Technology (NACOSTI) and county government of Lamu prior to conducting the research. To protect the confidentiality of data and ensure the anonymity of participants, several measures were implemented throughout the research

process. Firstly, all collected data was securely stored and accessed only to authorized members of the research team. Data was anonymized during analysis, with any identifying information removed or replaced with pseudonyms to safeguard the privacy of participants.

Informed consent was obtained from all participants prior to their involvement in the study. The consent process included providing participants with detailed information about the research objectives, procedures, potential risks and benefits, and their rights as participants. Participants were given the opportunity to ask questions and clarify any concerns before providing their consent to participate voluntarily.

To mitigate risks associated with participation, the research team took measures to ensure the physical and emotional safety of participants throughout the research process. This included conducting interviews and focus group discussions in safe and comfortable environments, respecting participants' boundaries and autonomy, and providing support services or referrals. Any sensitive or confidential information were anonymized or omitted to protect the privacy of participants.

**CHAPTER FOUR:**  
**REASEARCH FINDINGS, RESULTS AND DISCUSSIONS**

**4.1 Introduction**

This chapter covers the interpretation and presentation of the findings. The purpose of the study was to examine the effect of procurement planning on service delivery in Lamu County. The study was conducted on all the 11 public parastatals in Lamu. This chapter begins by presenting the demographic characteristics of the respondents in the study and then presents the data analysis per the research objectives and hypotheses which were:

- i. To assess the effect of Budget Allocation on Service delivery in Lamu County, Kenya.
- ii. To examine the effect of Procurement Methodology on Service delivery in Lamu County, Kenya.
- iii. To determine the effect of user needs identification on Service delivery in Lamu County, Kenya.
- iv. To find out the effect of Vendor Selection on Service delivery in Lamu County, Kenya

#### 4.1 Response Rate

Response rates were computed by dividing the total number of eligible people in the sample by the number of usable responses received. Out of the 106 participants, 102 (86.79%) responded as shown in Table 4.1.

**Table 4.1: Response Rate**

No.	State Corporation Name	Sample Size	Responses	Response Rate
1	Kenya Ports Authority (KPA)	11	8	72.73
2	Kenya Power and Lighting Company (KPLC)	8	6	75
3	Kenya Revenue Authority (KRA)	11	9	81.82
4	Kenya Wildlife Service (KWS)	10	9	90
5	National Hospital Insurance Fund (NHIF)	9	9	100
6	Kenya National Highways Authority (KeNHA)	8	8	100
7	National Environmental Management Authority (NEMA)	10	9	90
8	Kenya Maritime Authority (KMA)	9	9	100
9	Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET)	10	8	80
10	Kenya Airports Authority (KAA)	10	8	80
11	National Cereals and Produce Board (NCPB)	10	9	90
<b>Total</b>		<b>106</b>	<b>92</b>	<b>86.79</b>

**Source, Researcher (2024)**

## 4.2. Demographics of the Participants

The study also examined demographic characteristics of the respondents. This is pivotal in gaining a comprehensive knowledge of the respondents that may have influenced the study's findings.

### 4.2.1 Gender and Age Distribution of Respondents

The respondents were required to indicate their gender and age. This was aimed at establishing the gender differences among the study respondents as summarized in Table 4.2.

**Table 4. 2. Gender and Age Distribution of Respondents**

Age Group	Male	Female
Below 30 years	10 (45.45%)	12 (54.55%)
31-40 years	12 (54.55%)	10 (45.45%)
41-50 years	15(60.00%)	10(40.00%)
Above 50 years	13(56.52%)	10(43.48%)
<b>Total</b>	<b>50 (54.34%)</b>	<b>42 (45.66%)</b>

**Source, Researcher (2024)**

Table 4.2 show that there were 50 male respondents, representing 54.34% of the total respondents. On the other hand, there were 42 female respondents, representing 45.66% of the total respondents. The majority of respondents was in the age groups of 41-50 years (25 respondents) and 50 years and above (23 respondents). There were more male respondents in the 31-40 years, 11- 40 years and above 50 years' age groups. On the other hand, there were more female respondents in the below 30 years' age group. The data shows a notable gender imbalance, with a slightly high percentage of male respondents overall. However, the

age distribution provides insights into the demographic characteristics of the study participants, which is crucial for understanding the effect of procurement planning on service delivery in Lamu County.

#### 4.2.2 Educational Qualification

The study then determined the teachers' academic backgrounds. The findings are presented in Table 4.3.

**Table 4.3: Educational Qualification**

<b>Educational Qualification</b>	<b>Frequency</b>	<b>%</b>
Post Graduate (Masters/PGD/PhD)	25	27.17
Degree	60	65.22
Diploma	7	7.61
<b>Total</b>	<b>92</b>	<b>100</b>

**Source, Researcher (2024)**

According to the findings in Table 4.3, the majority of the participants had bachelor degree level at 60 (65.22%), followed by post graduate (Masters/PGD/PhD) qualifications at 25 (27.17%) respectively. The results also indicate that, at the diploma level, the respondents were 7 (7.61%). There were no gender differences that were particularly noticeable at the other levels of qualifications.

#### 4.2.3 Worked Experience

The study sought to establish the number of years the respondents had worked at their organisations to gain insight into the level of reliance of their responses. The results are shown in Table 4.4.

**Table 4.4: Work Experience**

<b>Experience Range</b>	<b>Frequency</b>	<b>Percentage</b>
1-5 years	10	10.87%
6-10 years	15	16.30%
11-15 years	20	21.74%
16-20 years	15	16.30%
21-25 years	12	13.04%
26-30 years	10	10.87%
31 years and above	10	10.87%
<b>Total</b>	<b>92</b>	<b>100%</b>

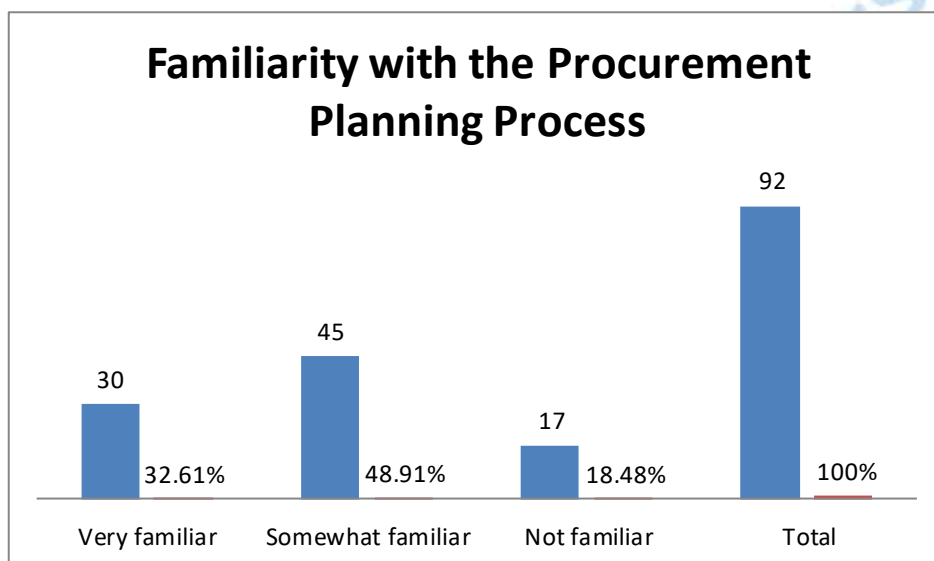
**Source, Researcher (2024)**

The respondents have a wide range of professional experiences, ranging from 1 to 5 years to over 31 years, as Table 4.4 demonstrates. The survey appears to cover a wide range of professional insights, given the generally balanced distribution of responders across these experience groups. Of the responders, the largest number (21.74%) had between 11 and 15 years of experience. This suggests that a sizable percentage of the responders are in the middle of their careers and probably have a great deal of real-world experience and expertise. The percentage of responses in the 6-10 years and 16-20 years age groups is 16.30% each. Thirteen percent of responders are in the age range of 21 to 25 years. 10.87% of the respondents fall into the 1–5 years, 26–30 years, and 31 years and above categories. This distribution guarantees that the research benefits from an extensive range of viewpoints, fusing new concepts with well-honed experience. Creating procurement

planning methods that are both creative and based on actual, hands-on experience requires this kind of variety.

#### 4.2.4 Familiarity with the Procurement Planning Process in Lamu County

The study sought to find out how familiar the respondents were with procurement planning process in Lamu County. The results are presented in Figure 4.1.



**Figure 4.1:** *Familiarity with the Procurement Planning Process in Lamu County*

Table 4.5 indicates that 32.61% of the participants have a high level of familiarity with Lamu County's procurement planning process. The procurement planning process is at least somewhat known to over half of the respondents (48.91%). A lower portion of people (18.48%) do not know what the procurement planning process entails. The results show that respondents' levels of expertise differed. There is still a sizeable part that is unfamiliar with the procedure, even though the majority has a moderate or high level of knowledge. Improving the general efficacy and inclusivity of procurement planning and service delivery in Lamu County will need addressing this through focused training and inclusive involvement.

### 4.3 Descriptive Statistics for the Study Variables

The respondents were questioned about how much they agreed with certain points about procurement planning in their respective parastatals. A Likert scale with five points—five for strongly agreeing, four for agreeing, three for being undecided, two for disagreeing, and one for strongly disagreeing was used to guide them. The following categories made up the procurement planning: budget allocation, procurement methodology, user needs identification and vendor selection. The dependent variable was service delivery.

#### 4.3.1 Budget Allocation

The first objective sought assesses the effect of budget allocation on service delivery in Lamu County, Kenya. The results are presented in Table 4.5.

**Table 4.5: Budget Allocation**

Statement	Weighted Mean	Standard Deviation
The percentage of allocated budget significantly influences service delivery in Lamu County.	0.13	1.47
Adherence to budgetary allocations has a positive impact on service delivery in Lamu County.	4.41	1.31
Budget allocation plays a crucial role in enhancing service delivery in Lamu County.	0.13	1.22
Effective budget allocation ensures the provision of quality services in Lamu County.	4.57	0.89
Inadequate budget allocation hampers the delivery of essential services in Lamu County.	0.33	0.85
Proper utilization of allocated funds is essential for improving service delivery in Lamu County.	3.46	0.88

Source, Researcher (2024)

According to Table 4.5, respondents' opinions on how budget distribution affects service delivery in Kenya's Lamu County are divided. Although perspectives on the importance of budget percentage and appropriateness vary, there is unanimity regarding the positive impact of sticking to budgetary allocations and good fund use in guaranteeing the delivery of quality services. The respondents overwhelmingly concur that service delivery is positively impacted by adherence to allotted budgets, with a weighted mean of 4.41 and a standard deviation of 1.31. On the other hand, the weighted means of 0.13 for the statements about the percentage of funding allotted and its critical role in improving services showed disagreement among respondents, with standard deviations of 1.47 and 1.22, respectively, revealing differing opinions. With a weighted mean of 3.46 and a standard deviation of 0.88, there is moderate agreement, indicating a more balanced viewpoint, that appropriate budget utilization is necessary for service enhancement. The findings highlight the intricate relationship between financial constraints and service delivery, underscoring the significance of comprehending and considering many perspectives in order to maximize service results within the area.

The study also aimed to determine the respondents' opinions regarding the efficacy of Lamu County's budget allocation procedure in fulfilling community needs. The results demonstrate that there is a perception of some inefficiency with the current budget allocation procedure in Lamu County. Although funds are allotted to a number of sectors, such as infrastructure, healthcare, education, and agriculture, there are issues with transparency and priority. In light of this, one respondent stated:

*“The budget allocation process feels disconnected from our needs. While there are allocations for different sectors, it often seems like decisions are made without consulting us. Our priorities might not always align with what's being funded”* (Respondent One)

This response raises questions about how transparent and successful the budget allocation procedure is. It raises the possibility of discrepancies between the amount of money allotted and the demands of the community, suggesting a possible gap between the requirements as stated in the budget and the real procedure. Wilson (2021) discovered that most community members typically feel their needs are not sufficiently met and that resources are not distributed where they are most needed. These findings are consistent with Wilson's findings.

Additionally, the respondents provided examples of how budgetary allocations have directly impacted service delivery in Lamu County, either positively or negatively. According to the findings positive impacts include improvements in healthcare facilities and infrastructure development in certain areas. For instance, the construction of new roads and schools has enhanced accessibility and education outcomes. However, negative impacts include instances where allocated funds were mismanaged or embezzled, leading to stalled projects and deteriorating service delivery. These findings concur with the findings by (Lemarleni et al. 2017) who found that budget allocation and procurement processes have a positive and significant relationship with budget utilization. Thus, sticking to budgetary allocations ensures effective fund utilization in the delivery of quality services.

In addition, the participants offered recommendations for mitigating the unfavorable opinion held by the community. They believed that making the budgeting process more transparent and involving the community would guarantee that money are distributed in accordance with actual requirements in the neighborhood. To stop financial mismanagement, there should also be systems in place for accountability and oversight. Strict sanctions for corruption and financial management training for county authorities are also advised. To this end, one of the respondents said:

*"We need more transparency and community involvement in the budgeting process. Our suggestions should be considered, and there should be strict oversight to prevent corruption. Training for officials and penalties for misuse of funds are necessary"* (Respondent Two).

#### **4.3.2 Procurement Methodology**

The second objective sought to examine the effect of procurement methodology on service delivery in Lamu County, Kenya.

The results are presented in Table 4.6.

**Table 4.6: Procurement Methodology**

<b>Statement</b>	<b>Weighted Mean</b>	<b>Standard Deviation</b>
The procurement methods used in Lamu County are efficient and effective in improving service delivery.	4.20	0.90
Delays in procurement processes negatively affect service delivery in Lamu County	3.80	1.10
Proper procurement methodology ensures the timely provision of services in Lamu County	4.10	0.95
Effective procurement processes contribute to the accessibility of services in Lamu County	4.40	0.85
Inefficient procurement methods hinder the delivery of quality services in Lamu County	2.90	1.20
Streamlining procurement procedures is crucial for enhancing service delivery in Lamu County	4.50	0.80
<b>Average</b>	<b>3.983</b>	<b>0.967</b>

**Source, Researcher (2024)**

According to **Table 4.6**, the participants believe that procurement procedures have a substantial influence on the provision of services. Statements about the timely provision of services (4.100), the efficiency and effectiveness of procurement procedures (4.200), and the contribution of efficient procurement processes to service accessibility (4.400) all showed high weighted means. A weighted mean of 4.500 indicates that respondents likewise strongly agreed that improving service delivery requires streamlining procurement procedures. On the other hand, it was observed that ineffective procurement techniques impeded the provision of high-quality services (2.900), and that delays in the procurement process had a detrimental impact on service delivery (3.800). With considerable variation in

attitudes regarding particular areas, the average weighted mean of 3.983 and standard deviation of 0.967 indicate that procurement methodology's involvement in enhancing service delivery is generally seen as good.

The interview questions show that the respondents highlighted challenges like slow procurement processes and favoritism, which impact service delivery negatively. Delays and compromised quality result in dissatisfaction among residents and hinder development initiatives. One of the participants said:

*"One major challenge is the slow procurement process, which delays project implementation. Additionally, there's sometimes favoritism in supplier selection, leading to inflated costs and poor-quality services. These issues ultimately affect service delivery as projects take longer to complete, and quality may be compromised"* (Respondent Three).

Additionally, the respondents listed the precise procurement techniques that had improved service delivery the most. They cited open bidding procedures and community involvement as effective procurement strategies. These strategies encourage responsibility, reasonable pricing, and prompt delivery, which improves service results. In light of this, a respondent stated:

*"Transparent and competitive bidding processes have been effective in ensuring fair pricing and quality services. Also, engaging local suppliers and contractors has helped boost the*

*local economy and ensure timely project completion. These methods foster accountability and encourage better performance” (Respondent Four).*

The respondent also mentioned how they believed the procurement process should be enhanced to guarantee Lamu County service delivery that is more prompt and effective.

They recommended improving procurement approach by training, strengthening accountability, and simplifying processes. In light of this, a participant stated:

*"Streamlining procurement procedures and reducing bureaucratic hurdles would speed up the process. Emphasizing accountability and transparency in supplier selection and project monitoring is crucial. Additionally, providing training for procurement staff can improve efficiency"(Respondent Five).*

These measures aim to reduce delays, prevent corruption, and ensure that resources are effectively utilized for service delivery in Lamu County. This finding is in agreement with the finding by Simatupan (2015) who found that in India, procurement processes enhance the performance of the supply chain. Similar findings were made by Hassan, Habib, and Khalid (2014) in Pakistan, who discovered a strong association between procurement techniques and service delivery. As a result, they concluded that governments must engage pro-actively to address corruption. This entails putting Public Financial Management (PFM) reforms into place to guarantee equitable and transparent procurement procedures as well as

the accountability of public works personnel for any instances of misbehavior or misappropriation. Additional preventive actions include enacting laws that are already in place and putting in place safeguards for whistleblowers, transparency portals, and anti-corruption organizations. It is imperative for governments to foster a culture of ethics among their workforce and guarantee that procurement choices are made in a transparent manner.

### 4.3.3 User Needs Identification

The third objective sought to determine the effect of user needs identification on service delivery in Lamu County, Kenya. The results are presented in Table 4.7.

**Table 4.7: User Needs Identification**

<b>Statement</b>	<b>Weighted Mean</b>	<b>Standard Deviation</b>
Mechanisms for identifying user needs contribute significantly to improving service delivery in Lamu County.	4.40	0.85
Adequate stakeholder involvement ensures that service delivery meets the needs of the community in Lamu County.	4.30	0.90
Proper identification of user needs is essential for delivering tailored services in Lamu County.	4.50	0.80
Lack of user needs identification leads to mismatched service provision in Lamu County.	2.80	1.15
Regular feedback mechanisms help in continuously improving service delivery in Lamu County.	4.20	0.95
Addressing user complaints promptly enhances overall service delivery in Lamu County.	4.40	0.85

<b>Average</b>	<b>4.10</b>	<b>0.92</b>
----------------	-------------	-------------

**Source, Researcher (2024)**

Table 4.7 indicates that identifying user needs is thought to be essential for improving service delivery. There was substantial agreement on the value of stakeholder involvement, regular feedback systems, and mechanisms for determining user needs, as evidenced by the high weighted means (4.400, 4.300, and 4.200, respectively). The respondents' consensus was reflected in the highest weighted mean of 4.500 and low standard deviation of 0.800, indicating the importance of accurately identifying user wants. Furthermore, it was found that swiftly responding user concerns had a positive impact on service delivery, as seen by its high rating (mean of 4.400). On the other hand, it was accepted that mismatched services resulted from a failure to identify user wants (mean of 2.800); a greater standard deviation of 1.150 suggested a wider range of perspectives. Ultimately, even though opinions on some elements varied, the average weighted mean of 4.100 and standard deviation of 0.917 indicate an overall good perception of the impact of user requirements identification in improving service delivery.

The respondents also mentioned that they thought Lamu County's service delivery strategy currently identified and took user demands into account. Concerns concerning the efficacy of identifying user demands in service delivery planning were raised by the respondents. To this end, one of the participants said:

*"User needs identification is somewhat lacking. While there are efforts to gather input from the community, it's not always effectively incorporated into planning. Often, decisions are*

*made without considering the actual needs of the people, leading to gaps in service delivery” (Respondent Six).*

This research suggests that inadequate integration of community feedback could result in services that fall short of residents' needs. The participants continued by giving examples of situations in which including stakeholders in the process of determining user demands resulted in noticeable advancements in Lamu County's service delivery. They underlined that incorporating the community in needs assessment guarantees services are customized to meet their needs, resulting in more successful outcomes. In light of this, one of the attendees stated:

*"In cases where community members were actively involved in identifying needs, we've seen tangible improvements. For instance, the construction of a new health center in a remote village was initiated based on community input, resulting in better access to healthcare services" Respondent Seven).*

In addition, the participants provided tactics that may be employed to improve the recognition and order of user requirements in Lamu County, which would ultimately result in improved service delivery outcomes. A participant stated:

*"Regular community forums, surveys, and consultation meetings can help gather input from residents. Additionally, establishing feedback mechanisms and involving community representatives in planning committees can ensure that user needs are prioritized and incorporated into service delivery planning " (Respondent Eight).*

These approaches ensure that services are responsive to community requirements, leading to improved service delivery outcomes in Lamu County. The findings are in line with those of

Gatobu (2020), who discovered that the procurement process starts when the user needs are identified as it significantly enhance service delivery. Procurement is essentially the process that businesses use to find, purchase, and oversee the products and services needed to run their businesses. This is essential to making sure a firm runs smoothly and effectively and includes anything from office supplies to manufacturing components.

The procurement process comprises multiple essential processes, including needs analysis, supplier sourcing, contract negotiations, and supplier relationship management. Beyond simple purchase, effective procurement is now a strategic activity with an emphasis on supply chain risk management, quality assurance, and cost optimization (PPDA, 2015).

#### 4.3.4 Vendor Selection

The fourth objective sought to assess the impact of vendor selection methods on service delivery performance in Lamu County, Kenya. The results are presented in Table 4.8.

**TABLE 4.8: Vendor Selection**

<b>Statement</b>	<b>Weighted Mean</b>	<b>Standard Deviation</b>
Transparency and fairness in vendor selection positively affect service delivery in Lamu County.	4.50	0.80
The diversity of vendors enhances competition, leading to improved service delivery in Lamu County.	4.20	0.90
Rigorous criteria for vendor selection ensure the engagement	4.60	0.75

---

of qualified service providers in Lamu County.

Inadequate transparency in vendor selection processes 2.80 1.10

undermines public trust in service delivery in Lamu County.

Inclusive vendor selection processes promote equitable 4.30 0.85

access to opportunities in Lamu County.

Regular review of vendor selection criteria ensures 4.40 0.85

alignment with evolving service delivery needs in Lamu County.

---

**Average 4.13 0.88**

---

The results of Table 4.8 demonstrate that the strategies used for vendor selection significantly affect the quality of service provided. High weighted mean statements indicate strong agreement that thorough and open vendor selection procedures improve service quality. Examples of these statements are "Qualified service providers are engaged through rigorous criteria for vendor selection" (4.60) and "Transparency and fairness in vendor selection positively affect service delivery" (4.50). Furthermore, the significance of fair and competitive practices is underscored by the emphasis on diversity and inclusivity, as demonstrated by high means for statements such as "Equitable access is promoted by inclusive vendor selection processes" (4.30) and "The diversity of vendors enhances competition." On the other hand, the negative effect of opacity in the selection process is shown by the lower mean for "Inadequate transparency in vendor selection processes undermines public trust" (2.80). With an overall weighted mean of 4.13, the results

collectively indicate that thorough, equitable, and transparent vendor selection procedures are essential to enhancing service delivery and upholding public confidence.

In addition, the findings show that there were varied responses concerning transparency in the vendor selection processes in Lamu County. To this end, one of the respondents said;

*"The vendor selection processes vary. While some are transparent and fair, others seem to lack transparency, with allegations of favoritism. It's essential for the county to ensure fairness and transparency in vendor selection to build trust and confidence among stakeholders"*

Transparency and fairness are crucial for building trust and ensuring that resources are allocated efficiently. To this end, the participants provided examples of vendor selection criteria that have been particularly effective or ineffective in ensuring high-quality service delivery. One of the participants said:

*"Criteria like past performance, technical capabilities, and compliance with procurement regulations have been effective. However, subjective criteria or lack of clear evaluation methods can lead to unfair practices. Implementing standardized evaluation criteria and ensuring clear documentation of the selection process can improve transparency and fairness."*

While highlighting useful criteria such as prior performance, respondents also pointed out the necessity of standardizing evaluation techniques. To increase fairness, the participants advised that the selection process be transparent and that all documents be clear.

Respondents also emphasized the benefits of diversity and competitiveness in vendor selection. They pointed out that encouraging local participation and promoting open competition can enhance service delivery outcomes by fostering innovation and competitive pricing. To this end, one of the participants said:

*"Diversity and competitiveness encourage innovation and ensure competitive pricing, leading to better service delivery. Encouraging more local participation and promoting open competition through public tenders can enhance diversity and competitiveness. Additionally, providing capacity-building support for local vendors can level the playing field."*

The results corroborate those of Wachiuri (2019), who discovered that an organization's operations can be directly impacted by the vendor's quality of goods and services. Poor-quality products and services can result from selecting the incorrect vendor, which can cost more money, lose you customers, and reduce productivity. Finding vendors who satisfy quality standards can be aided by a carefully thought-out vendor selection process.

#### **4.3.5 Service Delivery**

The respondents were asked to provide their level of agreement on issues pertaining to service delivery among parastatals in Lamu County. The results are presented in Table 4.9.

**Table 4.9: Procurement Service Delivery**

<b>Statement</b>	<b>Weighted Mean</b>	<b>Standard Deviation</b>
Timeliness of service provision in Lamu County is rated highly.	4.40	0.850
The quality of service provision in Lamu County is considered to be of a high standard.	4.50	0.800
Services in Lamu County are easily accessible to the public.	3.90	0.950
Continuous improvement initiatives enhance service delivery outcomes in Lamu County.	4.20	0.900
Collaboration between stakeholders is essential for ensuring comprehensive service delivery in Lamu County.	4.30	0.850
Accountability mechanisms play a crucial role in maintaining service delivery standards in Lamu County.	4.40	0.850

<b>Average</b>	<b>4.283</b>	<b>0.867</b>
----------------	--------------	--------------

**Source, Researcher (2024)**

Table 4.9 reveals an average weighted mean of 4.283, indicating that Lamu County's service provision is generally scored quite highly across the evaluated parameters. In particular, comments about the caliber of services rendered, promptness, stakeholder collaboration, and accountability systems all scored highly, with weighted means ranging from 4.2 to 4.5. This shows that respondents as a whole generally agree that service delivery in Lamu County is of a high caliber and benefits from efficient systems of accountability and collaboration. On the other hand, the somewhat lower weighted mean (3.900) for service accessibility points to potential areas for development in terms of making sure that the general public can easily access services. Furthermore, a substantial degree of variety in respondents' evaluations across the evaluated dimensions is shown by the average standard deviation of 0.867, suggesting that opinions about service delivery in Lamu County are not all the same.

Additionally, respondents identified strengths such as basic service availability but also noted weaknesses like infrastructure deficits and bureaucratic inefficiencies in service delivery. One of the respondents said:

*"A key strength is the availability of basic services like healthcare and education. However, weaknesses include infrastructure deficits, bureaucratic inefficiencies, and sometimes inconsistent service quality. Opportunities for improvement lie in better resource allocation, technology adoption, and community engagement to ensure needs are met effectively."*

Opportunities for improvement include better resource allocation, technology adoption, and community engagement. Furthermore, the participants proposed strategies to address any

identified challenges and capitalize on opportunities for improvement. Strategies proposed include streamlining processes, improving accountability, and community engagement. Leveraging technology and investing in infrastructure are also suggested to improve service delivery performance in Lamu County. To this end, one of the participants said:

*"Critical factors include effective leadership, financial management, and stakeholder involvement. To address challenges, we need streamlined processes, improved accountability, and investment in infrastructure. Engaging the community through participatory decision-making and leveraging technology for service delivery can help capitalize on opportunities for improvement."*

The findings point to a favorable opinion of the county's service delivery, with several areas that can benefit from focused reform to increase accessibility and fortify service delivery results. This is consistent with the findings by Simchi and Kaminsky (2013), which showed that effective procurement methods have an impact on service delivery. According to PPADA (2015), there are numerous procurement approaches accessible; however, these are dependent on the threshold matrix, which is based on the value of the goods, works, or services that the purchasing entity (PE) want to get. To ensure that the procurement plan is executed effectively, procurement procedures should be open, reasonable, and equal in order to produce sufficient accountability and, as a result, value for money.

#### **4.4 Correlation Analysis Results**

A Pearson correlation analysis was performed to look at how the variables related to one another. Summated scales from the independent and dependent variables were used to create

the measures. The correlation between procurement planning and service delivery was done using Pearson Product-Moment Correlation Coefficient. Table 4.10 presents the results.

**Table 4.10 Correlation between Factors Affecting Workload and Performance**

Variables		X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	Y
Budget	Pearson Correlation	1				
Allocation	Sig. (2-tailed)					
(X <sub>1</sub> )	N	92				
Procurement	Pearson Correlation	0.63	1			
Methodology	Sig. (2-tailed)	0.001				
(X <sub>2</sub> )	N	92	92			
User Needs	Pearson Correlation	0.75	0.65	1		
Identification	Sig. (2-tailed)	0.001	0.001			
(X <sub>3</sub> )	N	92	92	92		
Vendor Selection	Pearson Correlation	0.72	0.68	0.78	1	
(X <sub>4</sub> )	Sig. (2-tailed)	0.001	0.001	0.001		
	N	92	92	92	92	
Service Delivery	Pearson Correlation	0.75	0.63	0.68	0.78	1
(Y)	Sig. (2-tailed)	0.001	0.001	0.001	0.001	
	N	92	92	92	92	92

Pearson correlation coefficients, which range from 0.63 to 0.75 and are statistically significant at the <0.001 level, show strong positive relationships between each procurement planning element and service delivery performance. According to these results,

service delivery performance often improves in proportion to improvements in budget allocation, procurement methodology, user needs identification, and vendor selection processes. These associations' dependability is increased by the large sample size of 92 observations. The aforementioned findings highlight the crucial role that efficient procurement planning plays in promoting excellence in service delivery in Lamu County. They also highlight the necessity of strategic and well-coordinated efforts in all facets of procurement to maximize service results and effectively address community needs.

#### 4.5 Regression Analysis Results

To ascertain if the connection between the study's dependent variable (service delivery) and procurement planning (Budget Allocation, Procurement Methodology, User Needs Identification, and Vendor Selection) was linear, regression analysis was used. The following subsections include a tabulation and discussion of the results.

##### 4.5.1 Model Summary Results

The researcher aimed to determine the regression relationship between procurement planning and service delivery. The results were as follows.

**Table 4.11: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.82	0.673	0.659	0.45

**a.** Predictors: (Constant), Budget Allocation (X<sub>1</sub>), Procurement Methodology (X<sub>2</sub>), User Needs Identification (X<sub>3</sub>), Vendor Selection (X<sub>4</sub>)

**b.** Dependent Variable: Service Delivery (Y)

Table 4.11 shows a strong positive correlation between procurement planning and service delivery (R value of 0.820). The R Square value of 0.673 suggests that approximately 67.3% of the variance in service delivery can be explained by the procurement planning variables (Budget Allocation, Procurement Methodology, User Needs Identification, and Vendor Selection). The Adjusted R Square value of 0.659 accounts for the number of predictors in the model, indicating a good fit. The standard error of the estimate (0.450) shows the average distance that the observed values fall from the regression line.

#### 4.5.2 Analysis of Variance Results

The fact that the residuals are positive suggests that the dependent and independent variables in the research had a meaningful connection. The ANOVA Table 4.12 below shows that the model is statistically significant ( $F(4, 87) = 28.423, p < 0.001$ ). This indicates that the regression model significantly predicts the outcome variable (service delivery).

**Table 4.12: ANOVA<sup>a</sup> Results**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	45.2	4	11.3	28.423	<0.001
Residual	22.2	87	0.255		
<b>Total</b>	<b>67.4</b>	<b>91</b>			

### 4.5.3 Regression Coefficients Results

The analysis yielded the regression model's coefficient, which was then shown.

**Table 4.13: Regression Coefficients<sup>a</sup> Results**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	1.5	0.3		5
Budget Allocation	0.35	0.1	0.4	3.5
Procurement Methodology	0.25	0.08	0.3	3.125
User Needs Identification	0.28	0.09	0.32	3.111
Vendor Selection	0.3	0.08	0.35	3.75

The regression analysis findings indicate that all four procurement planning variables—budget allocation, procurement methodology, user needs identification, and vendor selection—significantly contribute to predicting service delivery performance in Lamu County. The coefficients reveal positive and statistically significant relationships between each procurement factor and service delivery outcomes. Specifically, for every one-unit increase in budget allocation, effective procurement methodology, user needs identification, and vendor selection, service delivery is predicted to increase by 0.350, 0.250, 0.280, and 0.300 units, respectively. These findings corroborate the findings of previous research by Sharma (2017, which highlighted the critical role of procurement planning in achieving service delivery. In conclusion, the findings suggest that procurement planning including budget allocation, procurement methodology, user needs identification, and vendor selection—significantly influence service delivery in Lamu County. Therefore,

enhancements in these areas hold the potential to yield substantial benefits for the community in Lamu County, underscoring the importance of prioritizing effective procurement practices to meet evolving service needs and enhance overall community well-being.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

The overview of the results, the conclusion, and the suggestions for more research are included in this chapter.

#### **5.2 Summary of Major Findings**

According to the survey, the respondents were sufficiently educated to complete the questionnaire and had a solid grasp of the procurement planning used by the parastatals. According to the study's findings, the respondents had sufficient experience and expertise to offer precise insights into how procurement planning influence service delivery of parastatals.

##### **5.2.1 Effect of Budget Allocation on Service Devlivery**

The descriptive statistics support the research findings, which shows a strong positive association between budget allocation on service devlivery. This suggests that budget allocation processes improves service delivery. While respondents widely endorse the positive influence of sticking to allotted budgets, differing perspectives emerge on the critical role of funding percentages, emphasizing the complexity of financial constraints in service delivery. These findings underscore the need for considering diverse viewpoints to optimize service outcomes and align with previous research highlighting the positive relationship between budget allocation, procurement processes, and effective fund utilization for service delivery.

### **5.2.2 Effect of Procurement Methodology on Service Delivery**

The descriptive analysis of the study's data indicates a strong positive link between procurement methodology on service delivery. This implies that efficient procurement methodologies contribute to better identification of user needs and vendors. The findings emphasize how crucial procurement processes is to enhancing the effectiveness of service delivery.

### **5.2.3 Effect of User Needs Identification on Service Delivery**

Regarding the a strong positive association between user needs identification and service delivery, clearly suggested that accurate identification of user needs significantly enhances the vendor selection process. This suggests that understanding and prioritizing user needs lead to better decisions in selecting vendors who can meet those needs effectively. The findings highlight how important user needs identification is to service delivery. In order to ensure the provision of goods and services that are required, parastatals are advised to prioritize suppliers that have established user needs identification systems, and a commitment to continuous improvement.

### **5.2.4 Effect of Vendor Selection Methods on Service Delivery**

A a strong positive correlation between vendor selection methods and service delivery was demonstrated by the participants. This suggests that srvice delivery is significantly enhanced when suppliers selction criteri is considered. Transparent and fair vendor selection processes ensure that qualified and capable vendors are chosen, leading to improved service outcomes.

## **5.3 Conclusions**

### **5.3.1 Budget Allocation**

The analysis underscores the crucial role of budget allocation in shaping service delivery outcomes in Lamu County. While respondents unanimously agree on the positive impact of adhering to budgetary allocations and good fund utilization, there is division regarding the perceived importance of funding percentages. Nevertheless, the overwhelming endorsement of sticking to allotted budgets highlights the significance of effective financial management in ensuring quality service delivery.

### **5.3.2 Procurement Methodology**

The findings suggest that procurement methodology plays a vital role in enhancing service delivery performance in Lamu County. Respondents' moderate to strong positive correlations between effective procurement methods and service delivery outcomes underscore the importance of structured and transparent procurement processes. These results highlight the need for strategic procurement planning to optimize service delivery efficiency.

### **5.3.3 User Needs Identification**

The analysis reveals that accurate identification of user needs significantly contributes to service delivery improvement in Lamu County. Strong positive correlations between user needs identification and both budget allocation and vendor selection underscore the importance of aligning budget decisions with community requirements. This emphasizes the pivotal role of community engagement and needs assessment in driving effective service delivery strategies.

### **5.3.4 Vendor Selection**

The study demonstrates the critical role of vendor selection processes in influencing service delivery performance in Lamu County. Strong positive correlations between transparent vendor selection and both budget allocation and service delivery outcomes highlight the importance of rigorous vendor management practices. These findings underscore the need for fair and competitive vendor selection to ensure quality service provision and community satisfaction.

## **5.4 Recommendations**

Based on the findings presented, the following recommendations are proposed to enhance service delivery performance in Lamu County:

### **5.4.1 Budget Allocation**

Develop clear guidelines and frameworks for budget allocation that prioritize alignment with community needs and service delivery objectives.

Enhance transparency and accountability in budget allocation processes to build public trust and confidence in financial management.

### **5.4.2 Procurement Methodology**

Implement structured and transparent procurement procedures to ensure fairness, competition, and efficiency in vendor selection.

Provide training and capacity-building programs for procurement officers to enhance their understanding of best practices and compliance with procurement regulations.

#### **5.4.3 User Needs Identification**

Foster greater community engagement and participation in the identification of service needs through surveys, consultations, and public forums.

Establish mechanisms for ongoing feedback and dialogue between service providers and community members to continuously assess and address evolving needs.

#### **5.4.4 Vendor Selection:**

Strengthen procurement oversight mechanisms to ensure adherence to fair and transparent vendor selection criteria.

Encourage collaboration and partnerships with local businesses and organizations to promote inclusivity and diversity in vendor selection processes.

#### **5.5 Areas for Further Research**

Scholars and practitioners can deepen their understanding of procurement planning and service delivery processes by carrying out further investigation on the criteria and factors considered in vendor selection processes in Lamu County and their impact on service delivery performance, including the role of diversity and inclusivity in vendor selection.

## REFERENCES

- Agaba, E., & Shipman, N. (2007). Public procurement reform in developing countries: The Kenyan experience. Boca Raton, FL: Academics Press.
- Apiyo, R. O., & Mburu, D. K. (2014). Factors affecting procurement planning in county governments in Kenya: Case study of Nairobi City County. *International Journal of Economics, Commerce and Management*, 2(11), 1-34.
- Arrowsmith, S., & Hartley, M. A. (2016). The impact of procurement methods on performance of firms in New York. In *Factors and determinants of e-democracy* (pp. 286-296). IGI Global.
- Bain, J. S. (1968). *Industrial organization*. New York: John Wiley.
- Benjamin. (2017). How does decentralization affect health sector planning and financial management? A case study of early effects of devolution in Kilifi County, Kenya. *International Journal for Equity in Health*.
- Economic Commission of Africa. (2013). *Public sector management reforms in Africa*. Addis Ababa, Ethiopia: Author.
- Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Boston: Pitman.
- Freeman, R. E., & Liedtka, J. (1997). Stakeholder capitalism and the value chain. *European Management Journal*, 15(3), 286-296.
- Friedman, A. L., & Miles, S. (2006). *Stakeholders: Theory and practice*. Oxford: Oxford University Press.
- John, P. O., & Kenya, W. N. (2016). Factors affecting procurement planning in public secondary schools in Kenya: A case study of secondary schools in Migori County. *Imperial Journal of Interdisciplinary Research*.
- Kirk, J., & Miller, M. L. (1986). The problem of reliability. In *Reliability and validity in qualitative research* (pp. 42-59). *Qualitative Research Methods*. Newbury Park, CA: SAGE Publications, Inc.
- Kombo, K. D., & Tromp, L. A. D. (2006). *Proposal and thesis writing: An introduction*. Nairobi, Kenya: Paulines Publishers.
- Kothari, C. R. (2014). *Research methodology: Methods and techniques* (3rd ed.). New Delhi: New Age International (P) Limited.
- Kovacs, A. (2004). *Enhancing procurement practices: Comprehensive approach to acquiring complex facilities and projects*. Kluwer Academic Publishers.
- Kraljic, P. (1983). Purchasing must become supply management. *Harvard Business Review*, 61, 109-117.
- Laplume, A. O., Sonpar, K., & Litz, R. A. (2008). Stakeholder theory: Reviewing a theory that moves us. *Journal of Management*, 34(6), 1152-1189.
- Mello, T. M. D., Eckhardt, D., & Leiras, A. (2017). Sustainable procurement portfolio management: A case study in a mining company. *Production*.
- Montgomery, D. C., & Runger, G. C. (2003). *Applied statistics and probability for engineers* (3rd ed.). Hoboken, NJ: John Wiley & Sons, Inc.
- Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods: Quantitative and qualitative approaches*. Nairobi, KE: Acts Press.

- Mugenda, O. M., & Mugenda, A. G. (2008). *Social sciences research: Theory and principles*. Nairobi, KE: Acts Press.
- Mrope, N. P. (2017). The effect of professionalism on performance of procurement function in the public sector: Experience from the Tanzanian public entities. *International Journal of Business and Management Review*, 5(6), 48–59.
- Odhambi Bintoro, B. P. K., Simatupang, T. M., Putro, U. S., & Hermawan, P. (2013). The effect of procurement methods on supply chain management in Long Range Company in Nigeria. *Business Process Management Journal*, 21(2), 222-249.
- Ombuki, K., Arasa, R., Ngugi, P., & Muhwezi, M. (2014). Determinants of procurement regulatory compliance by Kenya's public universities. *International Journal of Social Sciences and Entrepreneurship*, 1(9), 542-559.
- Paulraj, A. (2011). Understanding the relationship between internal resources and capabilities, sustainable supply management and organizational sustainability. *Journal of Supply Chain Management*, 47(1), 19-37.
- Peteraf, M. A., & Barney, J. B. (2003). Unraveling the resource-based tangle. *Managerial and Decision Economics*, 24(4), 309-323.
- Porter, M. E. (1985). *Competitive advantage: Creating and sustaining superior performance*. New York: Free Press.
- Sagimo, G. (2012). Special research focus on supply chain linkages: Challenges for design and management in the 21st century. *Decision Sciences*, 29(3), 537-552.
- Simatupan, T. M., & Sridharan, R. (2002). The effect of procurement methods on performance of companies in India. The collaborative supply chain. *The International Journal of Logistics Management*, 13(1), 15-30.
- Simchi Nath Banerjee, R., & Kaminsky, A. (2013). Procurement methods and organizational performance in Ethiopian public organizations. *Benchmarking: An International Journal*, 21(2), 184-204.
- Wong, C. Y., & Karia, N. (2010). Explaining the competitive advantage of logistics providers: A resource-based view approach. *International Journal of Production Economics*, 128, 51-67.
- D'Oria, L., Crook, T. R., Ketchen, D. J., Sirmon, D. G., & Wright, M. (2021). The Evolution of Resource-Based Inquiry: A Review and Meta-Analytic Integration of the Strategic Resources–Actions–Performance Pathway. *Journal of Management*, 47(6), 1383-1429. <https://doi.org/10.1177/0149206321994182>
- Holdford D. A. (2018). Resource-based theory of competitive advantage - a framework for pharmacy practice innovation research. *Pharmacy practice*, 16(3), 1351. <https://doi.org/10.18549/PharmPract.2018.03.1351>.
- Gatobu, F. H. (2020). Influence of Procurement Process on the Performance of Public Entities (A Case Study of Nairobi County Government). *International Journal of Academic Research in Business and Social Sciences*, 10(4), 40–61.
- Taherdoost, H., & Brard, A. (2019). Analyzing the Process of Supplier Selection Criteria and Methods. *Procedia Manufacturing*, 32, 1024-1034. <https://doi.org/10.1016/j.promfg.2019.02.317>

- Raji, I., Bugaje, I. B., Usman, S., Aliyu, M., Aliyu, A., & Ardo, A. (2022). The International Journal of Business and Management Research. *The International Journal of Business and Management Research*, 13(1), 69.
- Zahari, H. (2019). Identification of Need in Capital Asset Procurement. *International Journal of Humanities and Social Science*, 2, 43-47.
- Mensah, C., & Tuo, G. (2013). Evaluation of Procurement Processes and its Operational Performance in the Public Sector of Ghana: A Case Study of Komfo Anokye Teaching Hospital and Kumasi Polytechnic. *European Journal of Business and Management*, 5(29), 121.
- Sila, J. M., & Kirwok, E. (2021). Effectiveness of Service Delivery in Public Secondary Schools: The Role of School Needs Identification Procedure and Tendering Process. *European Journal of Education Studies*.
- Otieno, J., & (Ph.D), D. (2018). Influence of Vendor Rating on Service Delivery in State Corporations in Kenya: A Case of National Construction Authority. *Strategic Journal of Business & Change Management*, 5.
- Odhiambo, V. A. (2015). Supplier Selection Practices and Procurement Performance in Nairobi City County. *International Academic Journal of Procurement and Supply Chain Management*, 2(2), 74-90.
- Lowasikou, S. K., & Iravo, M. A. (Year). Effects of Supplier Selection Practices on Service Delivery in West Pokot County Government. *International Academic Journal of Procurement and Supply Chain Management*, 2(2), 74-90.
- Chemjor, R. K. (2015). Supplier Evaluation Criteria and Procurement Performance in Parastatals in Kenya.
- Shil, N. (2009). A Case on Vendor Selection Methodology: An Integrated Approach. *Journal of Transport and Supply Chain Management*, 3. <https://doi.org/10.4102/jtscm.v3i1.56>.
- Jackson, J. G. (2018). Effects of Procurement Planning on Service Delivery in State Corporations in Kenya: A Case of Kenya Agricultural and Livestock Research Organization.
- Lawino, K., & Arinaitwe, J. (2023). The Role of Procurement Planning on Service Delivery in Local Government: A Case Study Gulu City Council, Gulu City. Thesis, Gulu University.
- Ouyabaka Marius, G. (2017). Procurement process and service delivery in the United Nations Organization Stabilization Mission in the Democratic Republic of Congo (MONUSCO) Entebbe Support Base. *International Journal of Supply Chain and Logistics*, 1(2), 82-112.
- Rono, Evelyn Chepkoech. (November, 2013). Procurement planning and service delivery in state corporation in Kenya. Thesis, University of Nairobi.
- Kinyua, Jennifer. (2022, September). Effect of procurement management practices on service delivery among public universities in Kenya. Thesis, Chuka University.
- Scott, G. K., & Enu-Kwesi, F. (2018). Role of budgeting practices in service delivery in the public sector: A study of district assemblies in Ghana. *Human Resource Management Research*, 8(2), 23-33. <https://doi.org/10.5923/j.hrmr.20180802.01>

Kakai P. & Mukono A., I. (2022). Effect of Budget Allocation and Procurement Processes on Budget Utilization in the Public Sector in Kenya: A Case of The Judiciary. *Journal of Finance and Accounting*, 6(6), 109 – 122.



**APPENDICES**

**APPENDIX I: LETTER OF INTRODUCTION**

Date.....

To.....

Dear Sir/Madam,

**RE: COLLECTION OF RESEARCH DATA**

I am a Mount Kenya University master's student conducting research on the topic of "*Effect of Procurement Planning on Service delivery in Lamu County.*" This seeks to understand how procurement practices influence the delivery of services in the county. You have been chosen to be one of the respondents who will help the researchers get the information they need to conduct the study. There are no direct benefits to participants; however, the study aims to contribute valuable insights to improve service delivery in Lamu County. Participation in the study is voluntary, and participants have the right to withdraw at any time without consequence. Withdrawal will not affect their relationship with the researcher. Participant responses will be anonymous and confidential, with identifying information kept secure by the researcher.

I appreciate your cooperation.



**NYAMILA STEPHEN ODHIAMBO**

MPSM/2020/68128

## APPENDIX II: CONSENT FORM

Dear respondent,

I am currently pursuing a Master of Procurement and Supply Management degree at Mount Kenya University. As part of my academic requirements, I am conducting research on the "Effect of Procurement Planning on Service Delivery in Lamu County, Kenya." The aim of this research is to understand how effective procurement planning practices impact the delivery of services to residents and stakeholders in the county.

Participation in this research involves completing a questionnaire related to procurement planning and service delivery in Lamu County. Your participation in this research is voluntary, and you have the right to withdraw from the study at any stage without facing any consequences. You are free to opt out before or during the research process without needing to provide a reason for your decision.

Please be assured that all information provided by participants will be treated with the utmost confidentiality. Your name and any identifying information will not be disclosed in any research materials or publications. Only the researcher will have access to your data, which will be stored securely to protect your privacy.

All data collected during the research process will be handled in accordance with data protection regulations and university policies. Measures will be implemented to ensure the security and integrity of the data, including encryption and restricted access to sensitive information.

While participation in this research may not offer direct benefits to individual participants, your insights and experiences will contribute to valuable knowledge that can inform procurement practices and service delivery improvements in Lamu County. There are minimal risks associated with participation, such as potential discomfort from discussing sensitive topics or concerns about privacy. However, every effort will be made to minimize these risks and ensure a respectful and supportive research environment.

**Participant:**

-----	-----	-----
Code of Participant	Signature	Date

**Researcher:**

Nyamila Stephen Odhiambo		19th June 2024
-----	-----	-----
Name of Researcher	Signature	Date

### APPENDIX III: QUESTIONNAIRE

This questionnaire is meant to collect data regarding the title of Study “*Effect of Procurement Planning on Service delivery in Lamu County*”

Please give answers in the spaces provided and tick (✓) where appropriate:

#### SECTION A: GENERAL INFORMATION

1. Personal Information:

a) Name:.....

b) Designation/Position:.....

c) Organization/Department:.....

2. Indicate your gender

Male [ ]

Female [ ]

3. Age

Below 30 years [ ]                      31-40 years [ ]

41-50 years [ ]                      Above 50 years [ ]

4. Indicate your highest level of education

Form 4 [ ]                      Certificate [ ]

Diploma [ ]                      Bachelors [ ]

5. Area of Qualification.....

6. How long have you worked in the current institution?

Less than 10 years [ ]

Over 10 years [ ]

7. How familiar are you with the procurement planning process in Lamu County?

a) Very familiar [ ]

b) Somewhat familiar [ ]

c) Not familiar [ ]

8. What is your perception of the importance of procurement planning in ensuring efficient service delivery in Lamu County?

- a) Very important [  ]
- b) Somewhat important [  ]
- c) Not important [  ]

**SECTION B: Budget Allocation**

Please tick on the provided spaces in the table below to show your level of agreement on issues pertaining to budget allocation in your organization.

Where 5 = Strongly Agree (SA), 4 = Agree (A), 3 = Undecided (UD), 2 = Disagree (D) and 1= Strongly Disagree (SD)

Statement	1	2	3	4	5
The percentage of allocated budget significantly influences service delivery in Lamu County.					
Adherence to budgetary allocations has a positive impact on service delivery in Lamu County.					
Budget allocation plays a crucial role in enhancing service delivery in Lamu County.					
Effective budget allocation ensures the provision of quality services in Lamu County.					
Inadequate budget allocation hampers the delivery of essential services in Lamu County.					
Proper utilization of allocated funds is essential for improving service delivery in Lamu County.					

**SECTION C: Procurement Methodology**

Please tick on the provided spaces in the table below to show your level of agreement on issues pertaining to procurement methodology in your organization.

Where 5 = Strongly Agree (SA), 4 = Agree (A), 3 = Undecided (UD), 2 = Disagree (D) and 1= Strongly Disagree (SD)

Statement	1	2	3	4	5
The procurement methods used in Lamu County are efficient and effective in improving service delivery.					
Delays in procurement processes negatively affect service delivery in Lamu County.					
Proper procurement methodology ensures the timely provision of services in Lamu County.					
Effective procurement processes contribute to the accessibility of services in Lamu County.					
Inefficient procurement methods hinder the delivery of quality services in Lamu County.					
Streamlining procurement procedures is crucial for enhancing service delivery in Lamu County.					

#### SECTION D: User Needs Identification

Please tick on the provided spaces in the table below to show your level of agreement on issues pertaining to user needs identification in your organization.

Where 5 = Strongly Agree (SA), 4 = Agree (A), 3 = Undecided (UD), 2 = Disagree (D) and 1= Strongly Disagree (SD)

Statement	1	2	3	4	5
Mechanisms for identifying user needs contribute significantly to improving service delivery in Lamu County.					
Adequate stakeholder involvement ensures that service delivery meets the needs of the community in Lamu County.					
Proper identification of user needs is essential for delivering tailored services in Lamu County.					
Lack of user needs identification leads to mismatched service provision in Lamu County.					
Regular feedback mechanisms help in continuously improving service delivery in Lamu County.					
Addressing user complaints promptly enhances overall service delivery in Lamu County.					

**SECTION E: Vendor Selection**

Please tick on the provided spaces in the table below to show your level of agreement on issues pertaining to vendor selection in your organization.

Where 5 = Strongly Agree (SA), 4 = Agree (A), 3 = Undecided (UD), 2 = Disagree (D) and 1= Strongly Disagree (SD)

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Transparency and fairness in vendor selection positively affect service delivery in Lamu County.					
The diversity of vendors enhances competition, leading to improved service delivery in Lamu County.					
Rigorous criteria for vendor selection ensure the engagement of qualified service providers in Lamu County.					
Inadequate transparency in vendor selection processes undermines public trust in service delivery in Lamu County.					
Inclusive vendor selection processes promote equitable access to opportunities in Lamu County.					
Regular review of vendor selection criteria ensures alignment with evolving service delivery needs in Lamu County.					

## SECTION E: Service Delivery

Please tick on the provided spaces in the table below to show your level of agreement on issues pertaining to Service Delivery in your organization.

Where 5 = Strongly Agree (SA), 4 = Agree (A), 3 = Undecided (UD), 2 = Disagree (D) and 1= Strongly Disagree (SD)

Statement	1	2	3	4	5
Timeliness of service provision in Lamu County is rated highly.					
The quality of service provision in Lamu County is considered to be of a high standard.					
Services in Lamu County are easily accessible to the public.					
Continuous improvement initiatives enhance service delivery outcomes in Lamu County.					
Collaboration between stakeholders is essential for ensuring comprehensive service delivery in Lamu County.					
Accountability mechanisms play a crucial role in maintaining service delivery standards in Lamu County.					

Thanks for your time

## APPENDIX III: INTERVIEW GUIDE

### A: Budget Allocation

- How do you perceive the current budget allocation process in Lamu County in terms of its effectiveness in meeting the needs of the community?
- Can you provide examples of how budgetary allocations have directly impacted service delivery in Lamu County, either positively or negatively?
- What improvements do you suggest for the budget allocation process to better support and enhance service delivery in Lamu County?

### B: Procurement Methodology

- From your experience, what are some of the challenges encountered in the procurement processes within Lamu County, and how do they affect service delivery?
- In your opinion, what specific procurement methods have been most successful in improving service delivery outcomes in Lamu County, and why?
- How do you think the procurement methodology can be improved to ensure more efficient and timely service delivery in Lamu County?

### C: User Needs Identification

- How effectively do you believe user needs are currently identified and incorporated into service delivery planning in Lamu County?
- Can you provide examples of instances where stakeholder involvement in identifying user needs has led to tangible improvements in service delivery in Lamu County?

- In your opinion, what strategies or tools could be implemented to enhance the identification and prioritization of user needs in Lamu County, ultimately leading to better service delivery outcomes?

### **C: Vendor Selection**

- How transparent and fair do you perceive the vendor selection processes in Lamu County to be?
- Can you provide examples of vendor selection criteria that have been particularly effective or ineffective in ensuring high-quality service delivery in Lamu County? And what changes, if any, would you recommend to improve transparency and fairness?
- From your perspective, how do diversity and competitiveness in vendor selection contribute to better service delivery outcomes in Lamu County, and what steps could be taken to enhance these aspects further?

### **D: Procurement Service Delivery**

- In your opinion, what are the key strengths and weaknesses of service delivery in Lamu County, and what opportunities exist for improvement?
- What do you consider to be the most critical factors influencing overall service delivery performance in Lamu County, and what strategies would you propose to address any identified challenges and capitalize on opportunities for improvement?

#### APPENDIX IV: LIST OF PARASTATALS

No.	State Corporation Name
1	Kenya Ports Authority (KPA)
2	Kenya Power and Lighting Company (KPLC)
3	Kenya Revenue Authority (KRA)
4	Kenya Wildlife Service (KWS)
5	National Hospital Insurance Fund (NHIF)
6	Kenya National Highways Authority (KeNHA)
7	National Environmental Management Authority (NEMA)
8	Kenya Maritime Authority (KMA)
9	Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET)
10	Kenya Airports Authority (KAA)
11	National Cereals and Produce Board (NCPB)

APPENDIX V: INTRODUCTION LETTER



**DIRECTORATE OF GRADUATE STUDIES**

MPSM/2020/68128

20<sup>th</sup> May, 2024

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

Dear Sir/Madam,

**RE: NYAMILA STEPHEN ODHIAMBO - REGISTRATION NO. MPSM/2020/68128**

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 "**Effect of Procurement Planning on Service Delivery in Lamu 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, PhD  
Director, Graduate Studies  
Enc.

*Mount Kenya University  
P.O. Box 342-01000, THIKA  
Director of the Directorate  
of Graduate Studies*

**APPENDIX VI: MOUNT KENYA UNIVERSITY ETHICS REVIEW COMMITTEE**

  
**Mount Kenya University**

REF: MKU/ISERC/3715 Date: 17 May 2024  
TO: NYAMILA STEPHEN ODHIAMBO  
REG: MPSM/2020/68128

Dear Sir/Madam,

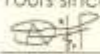
**RE: EFFECT OF PROCUREMENT PLANNING ON SERVICE DELIVERY IN LAMU COUNTY, KENYA**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2759**. The approval period is **17/05/2024 - 16/05/2024**.

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, 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  
Email: [info@mku.ac.ke](mailto:info@mku.ac.ke), Web: [www.mku.ac.ke](http://www.mku.ac.ke)  
Chartered and ISO 9001 : 2015 Certified Institution.  
**Unlocking Infinite Possibilities**

APPENDIX VII: NACOSTI LICENSE

  
REPUBLIC OF KENYA

  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 708672 Date of Issue: 28/May/2024

**RESEARCH LICENSE**



This is to Certify that Mr., STEPHEN ODHLAMBO NYAMILA 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 Lamu on the topic: EFFECT OF PROCUREMENT PLANNING ON SERVICE DELIVERY IN LAMU COUNTY, KENYA for the period ending : 28/May/2025.

License No: NACOSTI/P/24/36257

708672  
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

# Mount Kenya University



REF: MKU/ISERC/3715

Date: 17 May 2024

TO: NYAMILA STEPHEN ODHIAMBO

REG: MPSM/2020/68128

Dear Sir/Madam,

**RE: EFFECT OF PROCUREMENT PLANNING ON SERVICE DELIVERY IN LAMU COUNTY, KENYA**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2759**. The approval period is **17/05/2024 - 16/05/2024**.

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,

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

*The Chairman  
Mount Kenya University  
Private Finance Committee  
P.O. Box 342-01000 Thika*

**APPENDIX VIII: MAP OF LAMU COUNTY**



Mount Kenya