

**PUBLIC PROCUREMENT COMPLIANCE AND SERVICE DELIVERY OF  
COUNTY GOVERNMENTS IN WESTERN KENYA**

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**A Thesis submitted in partial fulfillment of the requirements for award of the  
degree of Masters in Business Administration (Logistics and Supply Chain  
Management Option) of Masinde Muliro University of Science and Technology.**

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## DECLARATION

This Thesis is original and prepared with no other than the indicated sources and support and has not been presented elsewhere for a degree or any other award.

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**MBA/G/01-70101/2023**

## CERTIFICATION

The undersigned certify that they have read and hereby recommend for acceptance of Masinde Muliro University of Science and Technology of a Thesis entitled, “*Public Procurement Compliance and Service delivery of County Governments in Western Kenya*”.

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## **DEDICATION**

This work is dedicated to my esteemed family for moral and financial support during this Masters programme.

## **ACKNOWLEDGEMENTS**

I express profound gratitude to the God for bestowing upon me the capacity to engage in this research proposal. I express my gratitude to Masinde Muliro University of Science and Technology for fostering an environment that is conducive to scholarly pursuits. I express my gratitude to my supervisors, Dr. Fredrick Kiongera and Dr. Nanyama Rosemary, for their invaluable contributions to my intellectual development and skill acquisition. I would like to express my gratitude to my employer, the County Government of Kakamega, for their support and for providing me with the opportunity to dedicate time to my studies. Furthermore, I express my gratitude to my parents for their unwavering support and comprehension throughout my academic pursuits. I express my gratitude to my colleague for the invaluable moral support provided during my studies.

## ABSTRACT

The establishment of the Public Procurement and Asset Disposal Act 2015 was to facilitate openness, full disclosure and achievement of value for money in all expenditures by devolved county governments. Nonetheless, the county governments have been facing serious problems in making procurement publicly compliant. Proper audit filled a large proportion of money used in paying untoward workers or imaginary firms and suppliers that did not exist in the county governments during the financial year 2023/24. The Kenya public service commission procurement compliance rating shows western region counties were not up to standards since Vihiga County registered 57 percent of procurement compliance and 43 percent risk rating. Kakamega had 51 percent compliance rating and risk rating of 49 percent, Busia County had 53 percent compliance rating and 47 percent risk rating, and lastly Bungoma County had 52 percent compliance rating and risk rating of 48 percent. With significant low compliances, the study targets this region with the intentions of resolving the risk ratings. This study therefore sought to investigate the influence of public procurement compliance on service delivery of county governments in Kenya. Specific objectives of the study were to determine the influence of procurement ethics on service delivery of county governments in Western Kenya, to establish the influence of contract management on service delivery of county governments in Western Kenya and to analyze the influence of competitive tendering on service delivery of county governments in Western Kenya. The study was guided by three theories, agency theory being the leading theory based on its tenets that harness the study variables. It further presents stakeholder theory that guides contract management and management support variables. It was also guided by ethics theory that guides ethical procurement construct. The study covered 4 counties in western region. The study employed a descriptive research design. The study population was 96 respondents drawn from the county procurement department staff, internal audit, and county treasury and were all reached through census. Closed ended questions were used to gather data. Pilot study was conducted in Trans Nzoia County government where the pilot test was done to ascertain whether the instruments were valid and reliable. Descriptive and inferential statistics were conducted. Inferential statistical approaches included regression and correlation analysis. Descriptive analyses used were frequencies and percentages while data was presented by use of tables and graphs. The study found that procurement ethics, contract management and competitive tendering had positive significant effect on service delivery for county governments in Western region, Kenya, thereby rejecting the study's null hypotheses. The county has a contract execution program that enables service delivery and that the county ensures all parties to the project adhere to the contract terms. Measures were availed to curb non-compliance and preparation on an annual consolidated procurement financial plan before initiating procurement processes were in practice. The study recommends that County governments should strive to implement ethical procurement procedures. Projects should be subjected to public procurement procedures to ensure that favoritism and non procedural approaches to project award are avoided.

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## **ABBREVIATIONS AND ACRONYMS**

|                |  |
|----------------|--|
| <b>EACC</b>    | Ethics and Ant Corruption Commission                       |
| <b>GDP</b>     | Gross Domestic Product                                     |
| <b>KISM</b>    | Kenya Institute of Supplies Management                     |
| <b>MMUST</b>   | Masinde Muliro University of Science and Technology        |
| <b>NACOSTI</b> | National Commission for Science, Technology and Innovation |
| <b>NGO</b>     | Non Governmental Organizations                             |
| <b>OECD</b>    | Organization for Economic Co-operation and Development     |
| <b>PPOA</b>    | Public Procurement Oversight Authority                     |
| <b>PPRA</b>    | Public Procurement Regulatory Authority                    |
| <b>PPADA</b>   | Public Procurement and Asset Disposal Act                  |
| <b>PPADR</b>   | Public Procurement and Asset Disposal Regulation           |
| <b>SPSS</b>    | Statistical Package for Sciences                           |
| <b>UNCTAD</b>  | United Nations Conference on Trade and Development         |

## OPERATIONAL DEFINITION OF TERMS

|                                      |   |
|--------------------------------------|---|
| <b>Competitive Tendering</b>         | Is the means of acquiring goods, services and works into and an organization using an open tendering process examinable through preliminary, technical and finance.   |
| <b>Service delivery</b>              | Organizational process of providing services to customers or citizens in an efficient, effective, and timely manner measured through efficiency and effectiveness.  |
| <b>Procurement ethics</b>            | This are generally accepted principles and rules of conduct that govern a given industry, this will be examined based on accountability, transparency and integrity.  |
| <b>Contract management</b>           | This is an idea that affirms that a system, technique or procedure, acquired through research and application, is more powerful than others at conveying a specific result, strategy achieved through project initiation, project execution and project monitoring. |
| <b>Public procurement compliance</b> | Refers to adherence measures towards purchasing and supplies inform of procurement ethics, contract management and competitive tendering.   |

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the study

Procurement compliance denotes the conformity to established policies, regulations, processes, and ethical standards in the acquisition of products and services. Ensuring openness, accountability, efficiency, and value for money is essential in procurement management for both public and commercial sectors (Sama, 2022). The principal objective of public procurement is to enhance accountability and the judicious utilization of limited public resources (Mumangi, 2024), necessitating the acquisition of products, services, and works at low and reasonable rates to ensure value for money. The promulgation of the new constitution established the county administrations. County governments in Kenya can enhance the supply of services such as roads, healthcare, and education through public procurement (Oduka, 2023).

Public organizations may explore alternate optimal procurement strategies to fulfill their requirements (Obura, 2024). Public procurement is increasingly recognized as essential for service delivery in both developed and developing nations (Nassor & Athumani, 2020). The World Bank (2023) said that public procurement constitutes 21.2% of the global gross domestic product. Most affluent nations allocate a minimum of eleven percent (11%) of their GDP to public procurement (UNCTAD, 2019), despite public procurement frequently establishing the most substantial domestic market in developing countries. Governments worldwide have persistently implemented procurement procedures, laws, and regulations in state companies to mitigate public expenditures (Munyuny, Makokha & Namusonge, 2018). Public procurement must address the

requirements and preferences of county governments by minimizing the expenses associated with the acquisition of goods, services, or works.

The compliance and regulations on the subject of public expenditure have been a controversial issue all over the world. These worldwide and national standards, legislation and laws have enabled the promotion of procurement because they provide a rule or requirement to be followed when undertaking the procurement processes (Idun & Cobblah, 2023). Public procurement in various countries has been subjected to ethics in procurement, contract management and competitive tendering (Wangasa, 2023). In Western countries like Germany, France, and the United Kingdom, the financial budgets have 23% of their total budget as public procurement (European Commission, 2022). It is the only recognized way through which the central, regional, and county governments, as well as, the public authorities, bodies, and agencies subject to the public law and regulation obtain and contract services, public works, and other related commodities and materials (Jama & Mohamud, 2024). The concept of public procurement was instituted as an official process to encourage the non-discrimination, cost-effectiveness, and governmental transparency goals (Idun & Cobblah, 2023).

The public procurement in less developed countries is becoming increasingly important as a service delivery tool to the population (Ali, 2020), as it takes up a significant share of the overall spending. Jama and Mohamud (2024) noted that East, Central, and West African countries have ratified the procurement laws and regulations, and claimed that controlled public spending is the core of successful and efficient provision of services to the population and their satisfaction. In 2003, the Public Procurement and Asset Disposal Authority was established in Uganda and mandated to offer the standards of

procurement to the publicly held enterprises (Wambua, 2022). In Tanzania, the Public Procurement Act No. 3 was adopted in 2001 in order to improve the procurement activity. The developed countries and those that are developing should have a strong public procurement system (World Bank, 2021). According to the World Bank, it was also observed that in most of the wealthy countries, the public procurement ought to be in tandem with the global promises. However, the majority of developing countries retained the procurement systems of their colonial powers and made slight adjustments to the new public procurement to meet the value of public expenditure (Njaombe, 2022).

Procurement is one of the major components of the public expenditure in most countries all over the world. According to Hunt (2020), the global public procurement was estimated to be USD 13 trillion each year asserting that more than 17 countries, which amount to 77 percent of the total, spend over 10 trillion. China is the most active in the field of public procurement making \$4.2 trillion, USA spends about 1.8 trillion. According to the Organization of Economic Cooperation and Development (OECD, 2015), the UK spent 32.0 percent of the total government spending and 13.7 percent of the Gross Domestic Product (GDP) on procurement, as compared to the Netherlands and Japan who dedicated nearly 40 percent of government spending to procurements. It has become widely recognized in developing countries that the delivery of essential services by using public procurement is a considerable portion of the overall spending (Mumangi, 2024). Procurement takes up a large share of the overall expenditure in many African countries; in Uganda, Malawi, Angola, and Kenya, 70, 40, 58, and 60 percent of all government spending is on procurement (Oduka, 2023).

In Kenya, there have been various reforms in the public procurement with an aim of improving efficiency and effectiveness. The major reform dates back to the pre-colonial period when the province of public procurement was under the ministry of Public Works (Mutali & Makokha, 2020). In 1960 treasury issued financial regulations and standardized user services in government ministries. Crown Agents played the role of public procurement in 1974 on behalf of the government. This happened because of the lack of manpower on procurement side and the treasury which forced the secretariat to move back to the treasury under the Ministry of Public Works (Bett & Achuora, 2021). When the government came into power in 1978, it introduced the East African handbook and replaced the Crown Agent. However, during the same year, East African Community also collapsed and the government-published procurement document that was supposed to be used with the East African document became useless. This continued into the year 1989 when the government decided to reform the public procurement and this saw the development of the public procurement act in 2005, which became law in January 2007. Later, the statute was reviewed, with the Public Procurement and Asset Disposal statute of 2015 introduced in January 2015 and focused on the regulation of the public procurement practices within the confines of the county governments in Kenya (Bett & Achuora, 2021).

The Public Procurement and Asset Disposal Act of 2015 is mandatory to all government bodies, such as the public schools, hospitals, universities, colleges, state enterprises, government departments, and ministries, in the acquisition of goods and services. In addition, the PPADA is able to indirectly control the private sector. This activity has sometimes been used by the private sectors in the acquisition of goods,

services or works. The Kenyan government passed the PPADA to ensure that the use of the public resources is optimized, promote healthy competition among suppliers and contractors to achieve equity and ensure that procurement practices are fair during the acquisition of goods, services or works and also improve transparency in procurement (PPADA, 2015). To address these objectives, the act created a disposal vehicle against the overruns, redundancy, or obsolete assets within the public buying organization. The law provided various methods of disposing of the items and they can be incinerated, buried, handed to another government organization, trade-in, and auctioned, among other possibilities (PPADA, 2015). The implementation of the PPADA needs regulations. Therefore, the act would need regulations and manuals to complement and define many issues relating to the threshold matrix that must be followed when using the act in the acquisition of products, services and works. The act can be changed by the government periodically and come up with manual procurement guidelines to further supplement the legislation (Wangasa, 2023).

Kahare and Chege (2021) concluded that the contribution made by the economy depends on the relevance of public procurement. This is attributed to the fact that in these countries the public procurement is eating about 60 percent of the revenue. Therefore, the procurement practices in the emerging countries must be aligned to the objectives and missions of the state. During the procurement of goods, services, and works, the public procurement entities are bound to adhere to the standards of public procurement. Presently, the world governments have embraced the use of public procurement as a tool of economic growth, to level the regional inequalities, and to provide essential services to the citizens (Otieno, Lusala and Midida, 2021). The 2015 PPADA in Kenya outlines

the principles of procurement that are meant to guide decisions that would help achieve effective procurement practices. The procurement principles cover the compliance with legal and regulatory requirements, economic efficiency, value-saving, fairness, non-discrimination, transparency, accountability, effective records management, ethical behaviors, prevention of corruption, safety, environmental concerns, and separation of authority (PPADA, 2015). In addition, it is expected that in Kenya, the public procurement will cover approximately 63 percent of the gross domestic product within the national and local government. This is more than the recommended 12%. The public procurement of county governments must employ a more focused compliance strategy to hasten the recovery of the economy.

In his research, Mathenge (2020) observed that the institutional support required by the procurement personnel in promoting integrity, controlling the public procurement process, and enforcing the procurement law is high-level senior management. This paper will hence evaluate managerial support through policy making and organizational culture.

The ultimate result or end is seen as the service delivery within an organization. Good governance requires proper policies and practices that are applicable in the management of procurement in the county governments (Nyabuto & Nyakwara, 2024), which leads to better service delivery. In an attempt to evaluate the performance of the public procurement services, it is important to review the procurement system in terms of efficacy whereby the procuring companies have to meet the commercial, regulatory and socio-economic needs of the government based on the procurement needs. Oduka (2023) concluded that procurement service delivery can be evaluated in cost dimension,

which measures the correlation between the standard price and the real price of items provided. They also found product or quality dimensions of the purchased goods to be a key indicator of assessing the service delivery. The effectiveness of inventory flow in respect to the good and services obtained and delivery of the supplies at the appropriate time, are paramount in determining the service delivery in procurement (Munyuny et al, 2018).

### **1.1.1 County Governments in Kenya**

The county governments came into being when the 2010 laws were enacted which formed 47 institutions and before this, the Kenyan system of governance used the local or municipal councils. The creation of such counties was aimed at decentralizing leadership in Nairobi to the communities so that they could now spearhead the development agenda. As a result, the people in the county governments had to actively participate in the administration of issues affecting them. The constitution gave people the power to participate in the governance. An example of this can be seen in the devolved government in Kenya where the government delegates authority and resources to the subordinate levels of government, which is democratically elected and does not have any connection with the national government.

The constitution has provided that fifteen percent of the national resources should be given to 47 counties governments. It was a great move towards decentralization of development. Also, the constitution provided equalization payments to the counties of the dry and semi-arid areas so as to improve their equity with the rest of the county administrations. These are the counties that have felt marginalized since the introduction of the 2010 Kenyan constitution. Chapter Two of the Kenyan Constitution

of 2010 defines the third of eight factors that make up the Republic of Kenya as being decentralization (devolution) and access to services. In chapter Eleven, the Constitution has provided in a detailed manner the elements and the ideas of a devolved government, its duties and powers, boundaries, interactions with the central government, and the process of dissolution or suspension of a county government (Kenya Constitution 2010). However, not much has changed since the formation of the county administrations. The county governments have failed to implement laws that cover issues that affect people and enhance a creative advancement.

Furthermore, most counties have ignored the community participation in the legislation process, bill passing and budgeting. Although the 47 counties have operational procurement departments, little has been done in creating value to the expenditures in the county governments. In all the counties, the report by the auditor general (2023) reveals that there are major scandals of embezzlement of public resources by the counties. The Ethics and Anti-Corruption Commission (2021) claims that county governments have been one of the means through which the misappropriation of public funds has taken place in the last five years. According to the auditor-general reports, almost all county governments have been involved in procurement scams that have led to billions of money being lost (Auditor-General Report, 2023). According to the Auditor General Report 2022, since its inception, more than 23 billion Kenyan shillings had been lost by the county administrations. The study showed that the officials of county governments collude with vendors to overcharge products, services and works, and some pay off vendors who have not provided products. The 2021 report by the Ethics and Anti-Corruption Commission revealed that there was an increase in the

corruption index among the county governments. The survey has revealed some dubious procurement practices by the county governments leading to the prosecution of a number of procurement officers, county cabinet secretaries and governors in courts to respond to the accusations.

Vihiga county was among the counties in the western region that did not meet the expectations with a compliance rate of 57 percent and a risk rating of 43 percent. The Public Service Commission showed that in 2023, Kakamega had a 51-percent compliance and 49-percent risk rating, Busia had a 53-percent compliance and a 47-percent danger rating, and Bungoma had a 52-percent compliance and a 48-percent risk rating. Based on the analysis, the county governments have not achieved a lot even though the procurement operations have been established to implement the PPADA of 2015.

## **1.2 Statement of the Research Problem**

The county administrations were set to be key in driving the economic growth and development in Kenya after the introduction of new constitution in 2010. This was to be achieved through fair distribution and sharing of national resources and easing immediate public participation in the county government matters (Kenya Constitution, 2010). The adoption of the PPADA (2015) was a move to increase transparency, full disclosure, and value generation of money used by the devolved governments in counties. The county governments have experienced a great challenge in ensuring adherence to the rules of the public procurement. Audit report on fiscal year 2023/24 revealed that there was ksh 229.4 million of significant amount wasted in payments to

unscrupulous employees, false companies and non existence suppliers within the county governments.

The Kenya Institute of Supplies Management (KISM) reports from 2018 to 2023 indicate that the government of Kenya incurs annual losses of approximately Ksh. 24 billion from budgeted sh 3.68 trillion, representing about 0.6 percent of the national budget, due to inflated procurement quotations in both central and local administrations. The survey indicated that external entities significantly affect the procurement departments of most county governments in contract awards, consequently undermining compliance with public procurement norms. The Ethics and Anti-Corruption Commission (2022) reported that 79% of respondents identified corruption, inadequate service delivery, tribalism, poor project execution, and misappropriation of funds as prevalent issues in the county governments of Kenya.

The Kenyan public service commission procurement compliance rating indicates that Western region counties were below standards as Vihiga County attained 57% compliance rate and 43% risk rating. Kakamega had 51% compliance and risk rating of 49%, Busia 53% compliance and 47% risk rating and lastly Bungoma 52% compliance and risk rating of 48% (Public Service Commission, 2023). Owing to these low compliance ratings, the study focused on this region to examine the effect of procurement ethics, contract management and competitive tendering on service delivery.

Past studies report construct gaps as evidenced by study on public procurement policy compliance and service delivery, Wangasa (2023). This study constructs were legal framework, professionalism and procurement regulations unlike current study

procurement ethics, contract management and competitive tendering. Furthermore studies applied in different sectors for instance G4S firms (Simiyu, Keitany & Mukanzi, 2018), State corporations in Kenya (Mutali & Makokha, 2020) and teachers service commission (Ndung'u (2022). Past studies were skewed on case studies: Kitui County Government (Mumangi, 2024), Kakamega County Government (Nato, Miroga & Otinga (2021), County government of Kisumu (Oduka, 2023) and Nairobi City County (Wangasa, 2023). This study therefore seeks to investigate the influence of public procurement compliance on service delivery of county governments in Kenya

### **1.3 Objectives of the study**

The general objective of this study was to investigate the influence of public procurement compliance on service delivery of county governments in Kenya.

#### **1.3.1 Specific objectives of the study**

The following objectives guided the study:

- i. To determine the influence of procurement ethics on service delivery of county governments in Western Kenya.
- ii. To establish the influence of contract management on service delivery of county governments in Western Kenya.
- iii. To analyze the influence of competitive tendering on service delivery of county governments in Western Kenya.

### **1.4 Research Hypotheses**

**H<sub>0</sub>:** Procurement ethics has no statistical significant influence on service delivery of county governments in Western Kenya.

**H02:** Contract management has no statistical significant influence on service delivery of county governments in Western Kenya.

**H03:** Competitive tendering has no statistical significant influence on service delivery of county governments in Western Kenya.

### **1.5 Significance of the study**

This study is of critical importance to the county governments of Kenya as it seeks to inform the procurement sector and service delivery through procurement ethics, contract management and competitive tendering. One of the key drivers of change in Kenya is procurement compliance of county governments. Through the findings of the study, the county government of Kenya will be able to appreciate procurement ethics, contract management and competitive tendering.

The study findings will help institutions in evaluating the significance of procurement compliance by use of compliance measures provided under the study. County governments are slowly becoming more informed of the significance of public procurement compliance and this study adds value on the link between public procurement compliance, management support and service delivery.

To the scholars, the study will add value to the existing body of knowledge as it will provide recommendations on the ways of improving the public procurement compliance. Nevertheless, this study serves as a stepping stone for newer research on public procurement compliance, management support and service delivery.

## **1.6 Scope of the study**

The research study focused on compliance in public procurement, specifically pertaining to the county administrations in Western Kenya. The research examines procurement ethics, contract management, and competitive tendering as dependent factors. The research examines four counties: Kakamega, Vihiga, Busia, and Bungoma county administrations. The county governments received compliance risk ratings exceeding 40% (Public Service Commission, 2023). The study focused on a cohort of 96 individuals within the county procurement department, internal audit, and county treasury, determined by their functions in procurement processes. These departments possess pertinent information concerning public procurement, as they are tasked with the acquisition of commodities, services, and works for the devolved county governments. Conversely, finance is tasked with providing funds and settling the cleared invoices of suppliers. The researcher conducted the investigation from September 2024 to June 2025.

## **1.7 Limitation of the study**

The researcher involved four counties, this hence conforms the study to these counties excluding other regions and generalization to counties would not be ideal. It is further based on Western region leaving out other regions. This study suggested further studies in other regions in Kenya to offer solution. This study was limited to three public compliance indicators; procurement ethics, contract management and competitive tendering. This excludes other indicators such as procurement procedures, contract management that was suggested for further studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter provides a discussion on study theories, conceptual review and empirical review. It further outlines research gaps and presents a conceptual framework.

#### **2.2 Theoretical Review**

The study was based on three theories with agency theory being the leading theory based on its tenets that harness the study variables. It further presents stakeholder theory that guides contract management and management support variables, it also avails ethics theory that guides ethical procurement construct.

##### **2.2.1 Agency theory**

Jensen and Meckling developed this concept in 1976. They hypothesized that operations of a company are influenced by conflicts of interests among shareholders of the company management, and debt financiers. Both these groups have different interests and goals. An agent is a person who acts on behalf of another person referred to as the principal. This approach is mainly targeting to create a perfect contractual relationship between the client and the principal (Jensen and Meckling, 1976). The agency theory reveals a relationship whereby, the owners of a firm come into a contractual agreement with the managers to choose managers to run the company. The management is, therefore, given the power to act in the best interest of the owners. Public procurement

is a delegation. Public procurement involves the method of using government resources, which involves the procuring party that will act on behalf of the government. According to Omwenga (2022), procurement by the government is an economic and a legal activity.

The agency relationship is realized when the activities of one party are dependent on another. Success of the principal acts totally depends on the decisions of the agent (Otina, 2019). According to Kimiti (2018), agency relationship is an economic optimization problem which requires smart choice of legal and organizational remedy to reduce waste and theft and, therefore, increase the congruence between the efforts of the agent and the principal. Public procurement is considered to be agency-based. The organization is represented by the public procurement officers, who in this case are the government. They are viewed as activities of a governmental character, which puts an agency relationship between the entity that procured and the government (Nato, Miroga & Otinga, 2021).

The procurement sector employees of the county government are not allowed to be involved in conflict of interest that could affect ethical procurement practices as stipulated by the law. This relationship that is granted to them as agents implies that the management of the contract should be transparent and one should be assured of accountability to the contract activities (Madara and Njenga, 2022). According to the county governments, the competition tendering should always be considered first as required by the procurement regulations, and the relevant authorities should promote confidence among the people (Kahare & Chege, 2021). This requires additional reinforcement by the management, with the county management being the main agents

where the subordinate employees rely on. The management support should ensure that it complies with the regulations of the public procurement that are based on ethical procurement, contract management and competitive tendering practices. This can therefore help the main stakeholders (people) to enjoy the fruits of decentralization. The research is guided by the agency theory which is the main framework.

### **2.2.2 Theory of Ethics**

The paper also discussed the ethical theory, first created by Socrates and later developed by Scanlon, according to which the effects of the actions of individuals are the final grounds of judging the rightness or wrongness of their activities. As such, a moral or immoral deed according to a consequentialism view is determined by its capacity to yield a positive outcome or a result. According to Laffollette (2016), the attractiveness of this ethical approach is a myth, and it claims to ignore behavioral factors and define what is best in the greater good.

The premise is that judgments that touch on unethical behaviors can be performed with the focus on the analysis of the consequences (Sama, 2022). Ethics is also an essential aspect of all the procurement professionals, whether they are working in regulated or under-regulated industries. At every step of procurement, such as the verification of suppliers, awarding tenders, the delivery, purchase order expeditious, and inspections, ethics are required (Jama and Mohamud, 2024). The concept highlights the importance of strict consequences of punishing unethical conduct that can be done at any stage of procurement. The more severe the consequences are, the better the authorities of the public organization and the management of individual organizations can be discouraged

to commit unethical actions. This thought guides the ethical procurement research framework.

### **2.2.3 Stakeholder Theory**

Mitroff presented the stakeholder theory in 1983. Freeman (2004) summarized this theory by bringing out the key aspects that are important in doing business and that it is important to think about the effects that the actions of others have on us and the other way around in a social context. This involves stakeholder behavior and values, areas of focus within the organizational strategy, understanding of the relationship between the stakeholders and the organisation as a whole, the processes and daily negotiations, and the necessity that the strategic planning process would include stakeholders at all the levels and their interests should always be balanced. Nassor and Athumani (2020) identified stakeholders as actors or those entities that are either affected by or have the power to influence the attainment of business goals within an organization. The management of stakeholders must be the focus of organizational strategy. The organization also has the duty to all the stakeholders and not just the ones that have more power or financial leverage (Obura, 2024). Hurdles in the project life cycle can be averted by the involvement of the stakeholders in good faith. According to Idund and Cobblah (2023), the importance of stakeholder involvement essentially concerns the management and its assistance in meeting the goals. Further, management of the contract is achieved through the efforts of the stakeholders.

The County Government has the public participation clause which empowers the management, procurement staff, and residents to participate in the County Government activities. One of the main stakeholders targeted by the Act is the citizens who are considered by the Act as one of the authorities to approve development plans and projects by the government, budgets and the establishment of standards of service delivery (Oduka, 2023). Corporate governance principles have marginalized stakeholder theory as a limited aspect of explaining corporations (Madara and Njenga, 2022) and have criticized the theory. Moreover, it has not been considered as a theory but simply as a perspective because of its varied normative, descriptive, instrumental, and metaphorical constructs (Mumangi, 2024). Management support and contract management are very important aspects of county government that require the involvement of the stakeholders, which reveals the significance of the stakeholder theory..

### **2.3 Conceptual Review**

In this section, the definitions and integration of variables in the past studies are explained and how the constructs will be measured. This is in the field of procurement ethics, contract management, competitive tendering, management support, and services delivery..

#### **2.3.1 Procurement Ethics**

Procurement ethics are commonly accepted rules and guidelines that govern the behavior in a particular industry (Otina, 2019). Ethics is a branch of philosophy that deals with the questions about what is good and bad, right and wrong, justice and virtue (Chemtai and Nyakwara, 2020). Thus, individuals working in a professional role ought

to bear an extra ethical responsibility. Professional organizations, including Kenya Institute of Supplies Management, have come up with codes of ethics that regulate procurement officers within government and commercial organizations. Professional standards that need to be followed by procurement professionals are impartiality, objectivity, transparency, full disclosure, confidentiality, duty of care, and avoidance of actual or perceived conflict of interest (Omwenga, 2022). As a result, it is essential to consider ethical problems because countries have exhausted resources because of unethical behaviors (Amoke & Otieno, 2024). The issue is worsened in developing countries such as Kenya where those that hold procurement posts in county governments are not professional. Most of these officers get appointed on ethnic grounds as well as nepotism. Procuring organization requirement in the PPADA of 2015 in Kenya requires that a procuring organization has to prepare a budget estimate that must be approved by the end of the financial year. Once funds are approved procurement officers should start the acquisition of products and services. This is put in place to ensure that anticipated initiatives are not delayed and to enhance transparency (Mumangi, 2024). However, in spite of these measures, corruption in procurement is a major challenge in the developing countries compared to the developed ones. Sweden, Netherlands, and Austria are some of the countries that have enhanced the public procurement procedures that have greatly influenced the economic growth (Ndunda and Thomas, 2024). In Kenya, there is a history of scandals in the public procurements, with the National Youth Service losing an amount of two billion Kenyan shillings, the Kenya Power Lighting Company losing thirty billion Kenyan shillings, and the dam projects almost losing ninety billion Kenyan shillings (EACC, 2022). According to the Auditor General Report (2023), the National Police Service and the county governments are the state institutions

that have the most number of stalled procurement projects. Responsibility and transparency of procurement is very important (Mumangi, 2024). Omwenga (2022) notes that integrity in the public procurement increases the credibility of activities. The analysis of procurement ethics was conducted in terms of accountability, transparency, and honesty..

### **2.3.2 Contract management**

Contract management is a theory that reflects the idea that the system, method, or procedure, which has been created due to research and practice, is better than others when it comes to accomplishing a specific result, strategy, or process during the implementation of the project (Mumangi & Barasa, 2024). According to Omwenga (2022), the concept of contract management refers to the ability and methodologies of planning, arranging, and overseeing the project activities throughout the entire lifecycle of a project so as to deliver its outcomes.

Project managers now consider contract management to be the most effective approach to accomplish a particular goal (Otina, 2019). It refers to the laid down or anticipated procedures of coordinating and organizing project inputs by mandated or competent personalities in order to meet predetermined service delivery objectives in terms of time, cost and quality of project delivery. The evaluation of the project is made according to past experience and the learned lessons, improved through the rehearsal to deliver the predictable results (Amoke, Arani and Otieno, 2024). The various contract management approaches vary depending on the organization, type of project, goals, and degree of service delivery. The effectiveness of the strategy will be determined by the outcomes of the service delivery (Njaombe, 2022).

The practices of contract management which shaped project service delivery include client engagement, top management support, trained personnel, availability of resources, proper planning and mobilization of resources, realistic project risk management, resolution of issues within project teams, progress monitoring and evaluation, having a clear vision and objective, technological competence, and scope management among others (Amoke, et al., 2024). Contract management methodologies are present which are applicable to different project types. The elements include planning, monitoring and evaluation, methods of financial management, the involvement of stakeholders, and project team competence (Sama, 2022). According to a study carried out by Mumangi and Barasa (2024), initiation and implementation of a project are very important to its success, and this is supported with a monitoring mechanism.

### **2.3.3 Competitive Tendering**

Competitive tendering is also a way of businesses to acquire goods, services, and works via an open tendering process (Jama & Mohamud, 2024). Within the context of the world of public procurement, competitive tendering is defined as the open tendering process, where every potential bidder receives the equal chances of participation, in compliance with the PPADA (PPADA, 2015). Therefore, the concept of open tendering comes out as the ideal procurement process in acquiring goods, works, and services in organizations particularly in the government sector. This strategy would give every potential supplier a fair chance of getting involved in the process. As an example, in Kenya, the act has clarified the procedures that are used when applying the open tendering approach (Otieno & Odero, 2023).

It would be prudent to set up the tender opening committee once the bids of the key suppliers are received by the organization. The committee has the mandate of opening the tender box and recording all bids received in the process making sure that the bidders are present throughout this process. Evaluation committee, which consists of financial and technical subcommittees, is constituted to evaluate the bids offered by potential suppliers (Kahare and Chege, 2021). When the evaluation process is over, the organization is supposed to inform the supplier who has been selected to deal with the tender after which negotiations are immediately carried out. The management and execution of the tender are then executed by signing the contract. During such an exercise, there is a need to ensure that all the parties involved disclose all the relevant facts regarding the contract. Due to any inaccuracy, misunderstandings can arise, which can increase costs (Njaombe, 2022). Open tendering is used to eradicate bias since it helps to open the system of all potential suppliers to take part in the tendering process. The importance of the bidding procedure is increased in case the initial steps are well-developed, technicalities are carefully discussed, and the necessary financing is carefully estimated (Njaombe, 2022). This research compared the competitive tendering in terms of preliminary, technical, and financial screening.

#### **2.3.4 Service Delivery of County Governments**

The final result or end is regarded as organizational service delivery. Good governance in public institutions has effective rules and principles of public procurement, which in turn lead to better service delivery (Nyaga and Otinga, 2020). In order to determine the effectiveness of the public procurement service delivery, the procurement system should be evaluated to focus on efficacy, whereby the procuring entities should meet the

commercial, regulatory, and socio-economic objectives of the government and meet the procurement requirements (Mutali & Makokha, 2020). Additionally, companies use the methods of efficiency and effectiveness to manage the costs of transactions, the costs of purchases, the time taken in buying orders and to shorten time to market cycles (Idun & Cobblah, 2023). This paper used the procurement costs, time, and output to access the delivery of the service of the devolved county government.

## **2.4 Empirical review**

Past studies related to procurement ethics, contract management, competitive tendering, management support and service delivery have been discussed under the empirical section as demonstrated in the sub sections hereby.

### **2.4.1 Procurement Ethics and Service delivery**

Ancarani, Di Mauro, Hartley, and Tatral (2019) explored SME involvement in the procurement process in the government and the perceived difficulties and opportunities of involvement in the public markets. The study made comparative analysis of the involvement of SMEs in three countries that had similar practices in procurement that favoured SMEs. A systematic survey approach was used to conduct a survey to SMEs in Canada, Hungary and Italy and the data collected was analyzed with the help of regression analysis. The research found out that there were no significant negative effects of administrative barriers and award-based procurement on SME participation in the public procurement. However, attributes that are linked to the size of businesses like

people and financial resources, as well as expertise were identified to be significant barriers to SME participation.

Otieno and Odero (2023) examined how ethical standards in supplier relationships management affect service delivery to the supply chain in county governments. The study was based on descriptive survey design and was done on 112 procurement staff. There was the use of stratified and basic random sampling procedures. Structured questionnaires were used to collect data. Data analysis was done using descriptive and inferential statistics. The conducted study established that procurement ethics moderate the supplier relationship management practices and supply chain service delivery relationship was significant and positive in the sampled county governments in Kenya.

One of the studies that have explored the potential of an ethical procurement process in shaping the service delivery by the Kitui County Government in Kenya was conducted by Mumangi (2024). This paper attempted to find out the role played by openness, accountability, professionalism, and competition in procurement in the service delivery of the governments of Kitui County in Kenya. The study was based on three theories, namely, the principal-agent theory, the system theory and utilitarianism. Matter of fact a descriptive study approach was also adopted and quantitative and qualitative approaches were used. These results indicate that there is a strong and positive relationship between transparency, accountability, professionalism and competition practices on service delivery by the employees serving in the government of the Kitui County in Kenya.

Trying to establish the connection between the ethical procurement methods and the provision of the services, Okeyo (2017) interpreted the information about the Homa-Bay

County Government located in Kenya. The aim was to determine whether there is any correlation between transparency, compliance with procurement rules, and quality sourcing, and service delivery in Homa Bay County. The study was based on the theory of public value and four pillars model. It used the correlational study design. A total of 108 out of 150 were chosen and used as a sample of a target population based on the formula of Krejcie and Morgan. The stratified random sampling was utilized in choosing a sample within each stratum. The study used primary and secondary data. Structured questionnaires were used as the means of obtaining primary data. Validity of the instruments used was determined by the research supervisor. The test-retest methodology was determined as the means of evaluating the reliability. The correlational study revealed that there was a very high positive correlation between transparency and compliance with procurement laws, quality sourcing and service delivery.

In a study by Nato, Miroga, and Otinga (2021), Kakamega County government in Kenya, which is a government, has been impacted by ethical procurement matters that affect provision of procurement services. The design adopted in this research was descriptive. The primary data was collected by administering questionnaire. The data analysis was done using descriptive and inferential statistics. The findings showed that conflict of interest, professionalism, competitive bidding and compliance with the Public Procurement legislation are critical factors to enhancement of nature of the procurement service delivery by the Kakamega County Government. The study was also at a position to understand that the ethical concerns in procurement that involve conflicts of interest, competitive bidding, professionalism and compliance with laid down public

procurement law have a huge influence on the implementation of the procurement services.

In a different work, Kahare and Chege (2021) conducted a research on the influence of ethical considerations on the delivery of the procurement services in the State Corporations in Kenya. The theme of his research was based on the evaluation of the importance of ethical practice in the provision of procurement service within the Kenyan state corporations and a case study of KenGen. This was then examined through the subjecting of the data obtained to analysis with the help of descriptive statistics and inferential test. The study findings were provided in a tabular form and the interpretation therefore, was in a normative form. The research study revealed that tenders were opened in the presence of bidders. The researchers also established the presence of correlation between the transparency of the tendering process and the efficiency of the execution of its procurement services. The findings of the study indicated toward the direction that the positive and significant impact of transparency on the effectiveness of delivery of procurement services was observed due to the process of tendering.

They have considered studies that attempt to embrace a holistic investigation to have unpacked the determinants of effective ethics in procurement within Kenya with a particular reference to West Pokot County also known as Munyuny, Makokha and Namusonge (2018). The research used a descriptive survey research design with a questionnaire as the primary instrument that would be used to gather the data. The data in the research was also analyzed using descriptive statistics as well as inferential statistics. The results of the research indicated that there was a major influence of the ethical practices in the West Pokot County in the procurement processes.

Andika, Iravo and Ismael (2021) unravelled the impact of the procurement ethics to the delivery service via the channel of the devolved government in Kenya. It entails cross-sectional approach of data collection where secondary source of data will be utilized. The statistics produced a response rate of 229 of the total 10 devolved systems of government in Kenya that were largely mentioned to the supply chain and finance departments. There was also application of simple linear regression model to test the relationships between the procurement ethics and delivery of service by devolved government system in Kenya. The implication of this finding is that equitable use of the ethics in procurement leads to service delivery in the decentralized government systems because the resources owned by the government are properly stewarded, equitable competition in the bidding process and availability of all information in processes related to bidding. Moreover, the research indicated that there were certain institutions of the devolved government, which fragmented tenders to evade the proper procurement process.

In conducting his study, Fran (2023) was interested in investigating how unethical practices affect the process of service delivery by the supply chain of the counties in Kenya by selecting one of the counties in Kenya to be used as the study site. The paper has provided a critical discussion on the implication of the uncompetitive procurement procedures, abnormal expenditures and low management of annual contracts in the context of efficiency of supply chain service delivery of the Kisumu county government. The postulates of the theory on fraud triangle, theory of differential associations and also the ethical theory have been used as the basis of the analysis. The correlational research design was the appropriate research design that was used in the research. It was

performed through presenting the primary data obtained with the help of the questionnaire. The pilot study had seven outcomes (county administrators in the county of Siaya). The study also indicated the fact that irregular expenditure affects the Supply Chain Service delivery in the County Government of Kisumu in a negligible and non-significant magnitude.

Simiyu, Keitany, and Mukanzi (2018) conducted another study to examine the effect of ethical activities regarding the confidentiality on service delivery process within the supply chain of Western Kenya G4S transport and logistics companies. Such theories as the deontology, the agency theory and the procurement contracts were included in the study. The descriptive survey was used. The population of interest included all the employees who were in the specific areas of G4s and the population was 766. Respondents were used in collecting data by the use of a questionnaire. The data was analyzed using descriptive and inferential approaches. The data were presented using the use of frequency tables. Findings of the study showed that there is positive and statistically significant relationship between supply chain service delivery and ethical practices of confidentiality among Western Kenya G4s firms.

Mutali and Makokha (2020) performed a study of the factors that affected compliance with public procurement procedures among the Kenyan state corporations. The studies in this area were based on the agency theory, dialectical theory, the theory of innovation and the stakeholder management theory. Descriptive research design was used whereby the sample size was 43 state corporations that were selected using a combination of purposive and simple stratified sampling method. The results show that in Kenya,

procurement ethics showed a negative relationship with procurement compliance procedures in the government.

According to Ndung (2022), the factors affecting the ethical procurement service delivery by Teachers Service Commission were identified. The most specific aims of the study are oriented to the identification of the policymaking impact on the ethical procurement and to examine the effect of the technology, calculate the worth of the professionalism, and how the staff training affects the quality of the ethical procurement services provided by the Teachers Service Commission. The research design was a survey where it employed descriptive research design. The primary data in the research relied on the use of questionnaires and interviews as the required tool in the data collection process. Such permissions and authorizations that were obtained through data collection resulted in the administration of the instruments. The study employed descriptive statistics in the course of conducting the analysis. The outcomes reveal that the government regulations directly influence the delivery of the ethical procurement services since the guided ethical procurement regulations offer straightforward guidelines.

The researchers in the study of Kitheka, Mutua and Anwar (2017) undertook an exploration on the implications of considering the ethical factors in the process of choosing the supplier to the efficiency of delivery of the service of the procurement in the state corporations of Kenya. This would be utilized in identifying whether supplier ethical evaluation and supplier ethical assessment affect the delivery of the

procurement service to the Kenyan state corporations. The study was using a mixed concept of research; the aspects of qualitative and quantitative were combined by using descriptive design. The population in the research was the entire population of procurement managers in the 187 state corporations in Kenya. It has conducted the management of the data into self-administered questionnaire. The statistical tests were done not only out of necessity via descriptive statistics but also by using inferential statistics. Based on the results of the study, by the study, it was established that the ethical concerns that have been enforced upon the choice of suppliers have beneficial impacts on the success of the provision of the procurement services. The results of the outcomes show that every element in the ethical dilemma of supplier selection has tremendous influence on the performance of the provision of procurement services in the state firms in Kenya.

Panya and Were (2018) have undertaken an evaluation of the influence influencing the adherence of the county governments in Kenya with respect to their public procurement policies, particularly to that of homabay county government. The applied research design was the descriptive research design. The study used a total of 525 respondents. The methodology applied was stratified random sampling and sample size constituted of 20 percent of the target population that consisted of 105 respondents. The research was carried out via the questionnaires. Qualitative and quantitative methods of data analysis were used in the study. The data was revised when it was collected and analyzed using SPSS Version 21.0 and Microsoft Word programs. The study-finding was that during the management of the procurement activities, adherence to procurement ethics, management of contract management and management of financial cost management,

positive and significant impact in compliance with procurement regulations was realized. The research findings indicated that a positive change in procurement regulatory compliance would be achieved through an improvement in the management of the procurement processes, maintenance of procurement ethics, contract management streamlining and financial cost management efficiency in Kenya in Homa bay County. In this paper, it was suggested that the Kenyan government and other policy makers in other sectors such as procurement and the county governments should formulate policies to assist in the institutionalization of the E-procurement in order to strengthen the compliance regulation within the county governments.

Mumangi and Barasa (2024) examined how ethical procurement can influence the operations of the Kitui County Government of Kenya as far as the service delivery goes. The nature of the study involved the analysis of the nature of practices of transparency, ensuring accountability, professionalism degree, and competitive forces in procurement concerning delivery of services in Kitui county governments in Kenya. The research was based on three background theories, which were the principal-agent theory, systems theory, and utilitarianism. The research design adopted was the quantitative and the qualitative research design. The researcher adopted a sampling technique that was able to represent the whole population of 589 workers in the seven departments. The significant data collection tool was a questionnaire. The findings point to interesting yet significant dependence between the previous three practices; that is, transparency, accountability and professionalism, which demonstrates evidence of a great improvement in service delivery by the procurement practitioners in the Kenya government of Kitui County. The study believed that additional procurement rules and

regulations were required and strongly implemented in the tendering process in every stage to achieve transparency. In order to make accountability easier, the procurement officers should be endowed with autonomy to make autonomous decisions with minimal interference with seniors..

#### **2.4.2 Contract management and Service delivery**

The study conducted by Hoekman and Tas (2022) was aimed to focus on the role of SMEs in the European procurement environment and the interconnection of the regulatory regimes that regulate the process of public procurement. The analysis relied on a large amount of data concerning procurement in Europe to look at how procurement limitations affect SME participation. The authors explored the effect of the different procurement strategies like the division of the contracts into smaller lots on the participation rate and rate of success of SMEs in contract award. The results show that small and medium-sized enterprises benefit through participating in high quality regulations of procurement. An important element associated with the 2014 reform of EU procurement rules was the division of contracts by lots. This increased participation of SMEs, but only on lots with a value of up to or equal to 25,000 euros. These results indicate that governments can possibly improve the effectiveness of the general quality of the public procurement processes, since they can increase the extent of the participation of small and medium sized firms without explicitly favoring them. This research was done in small and medium-sized enterprises hence constituting a unique sectorial system.

A study by Mutuku, Agusioma, and Wambua (2021) sought to evaluate how the application of certain procurement processes affects service delivery of the devolved

units of governments in Kenya with reference to Machakos County Government. The research was to determine the effectiveness of the contract management skills and procurement laws on the service provision of the Machakos County government. Descriptive research design methodology motivated the research study. The analysis has shown that Contract Monitoring and Procurement policies had a positive influence in Machakos County service delivery. According to the study, in order to achieve success in a Machakos County, the procurement department should practically adopt, monitor and evaluate these processes. It recommends that county administration should improve procurement law.

A research study conducted by Chesang Arani and Ikamari (2024), evaluated the effectiveness of procurement practices to the service delivery of Kenya County Governments with Nairobi County being the target. The overall aim of the study was to determine how procurement planning had an impact on the service delivery of the county governments in Kenya. The study made use of procurement planning as a method of procurement. To achieve the objective of the research, the study used the principal-agent theory. A descriptive design was used in the research. The findings indicated that there was a positive statistically significant association between procurement planning and service delivery.

In a study by Kimiti (2018), the author investigated how approaches to contract management affected the implementation of county government projects in Kenya, one being Nakuru County. The research methodology utilized in the research was descriptive

survey research design whose aim was to determine the current situation in Nakuru County. The target population was 78 county government projects that were completed in 2011-2015 at Nakuru County. The SPSS was used to analyze the quality and quantitative data. There is a strongly positive relationship between contract management approaches and completion of county government projects in Kenya.

Omwenga (2022) examined how contract management approaches affect the implementation of County government projects in Kenya, and in Nakuru County, in particular. Educational programs funded by NGOs in the Nairobi County were the only target. Resource mobilization and team management was also targeted in the study in a bid to implement donor funded education projects in the Nairobi County. It was grounded on resource dependency and contingency theory of organizational structure. It used a descriptive survey. The multiple regressions revealed resource mobilization as the main predictor of the implementation of donor-financed educational programs followed by team management. The research established that most institutions possess adequate resources in the form of manpower and capital wealth. Senior management-junior staff communication and integration vitalise the effective implementation of a project.

Kubochi and Moronge (2017) conducted a study on understanding the effectiveness of Procurement Service delivery in County Governments in Kenya concerning the contracting contract management of service delivery. The study employed a descriptive design and the sample was centralized on the procurement personnel at the county government headquarters. The statistical material was recorded during the utilization of

self-administered questionnaires. Both descriptive and inferential statistics were used in analysing the collected information. The correlation between dependent variable and individual variables was determined through multiple regression model. Regression coefficients established by the research indicate that the contracting projects of the service delivery activities have a large impact on the service delivery capabilities of the county governments.

In a case study that was carried out in the county of Embu, Njaombe (2022), in his statement of the objective, seeks to understand the magnitude with which the practice of contract management affects the manner in which the county government services are delivered in Kenya. The research study was aimed at establishing the impacts of the company inventory management, supplier management, contract management and the procurement planning on the service delivery of the county governments in Kenya. The research problem was answered using descriptive types of research designs. A systematic data questionnaire was applied. In determining the relationship between the variables in the study, multiple linear regression and correlation were applicable. Its result revealed that there exists a positive linkage amidst the service delivery of the county governments and practices of its inventory management procuring planning, supplier management and contract management. Finally, the study has indicated that the county governments need to include procurement practices in order to improve their service delivery and the study needed to be carried out to other institutions in order to find out whether similar results can be obtained.

Mathenge (2020) conducted a research on the contract management practice and effectiveness of service delivery in relation to public projects in Mombasa County in

Kenya. The purpose of the research was to explore how planning, financial management practices, stakeholders engagement, competence of the project team and monitoring and evaluation affects delivery of services in the public projects. The main theoretical framework of the research studies is the systems theory. The research design used by the study is descriptive. Data was gathered through the use of open and closed-ended questionnaires through which 189 samples of a target population were used. The sampling exercise was performed through a stratified sampling protocol with total sample size made up of 66 project officers. The researcher issued out the questionnaires to the respondents and later retrieved them after respondents (the subjects) had written. Results indicated that a relation exists between the planning, financial management practice, monitoring and evaluation, and project team competencies and stakeholder involvement of the service delivery on the Mombasa County projects.

Wambua (2022) investigated the impact of contract management practices on the service delivery of national government-constituency development fund projects within the Malindi constituency. The research employed a Descriptive Survey Design. The research utilized a stratified random sampling methodology. The study utilized semi-structured questionnaires that incorporated both open-ended questions and those utilizing the Likert rating scale. The study was established upon four principal theories: resource-based theory, theory of constraints, competency theory, and stakeholders theory. It was noted that a statistically significant correlation exists between service delivery and contract management competencies.

The authors, Mwanza, Namusonge, and Makokha (2020) carried out an examination of this effect of project planning practices on the effectiveness of service delivery on

construction projects in Kenya. They conducted a study that was based on completely-designed study comprising of descriptive surveys, census method and correlational analysis. The sample size that was achieved was 313 out of the total population in 1761 respondents. The counties comprised of 160 early childhood development education managers, 11 county polytechnic managers, 133 stall managers and 9 modern market managers. It was also discovered in the study that strategic planning provides a platform that facilitates timely execution of the activities and minimizes the occurrences of errors. The research study hence suggested that, constructions projects ought to recruit good managers who could formulate detailed plans to guide operations in the right time, minimize error, and make the most of project resources.

Ndunda and Thomas (2024) conducted an evaluation of the contract management tools and service delivery by the non-governmental organization financed projects in Kenya, in the county of Kitui. The aim of the study was to establish the impact of project planning and team building strategies on service delivery of NGO funded projects in Kitui County, Kenya. The research was set out on the principles of the resource dependency theory and social identity theory. A descriptive set of research was used in this inquiry. The study targeted the activities of non-governmental organizations in the county of Kitui in Kenya. The study targeted the people in the management of these non-governmental agencies. Primary data were analyzed by applying such statistical methods as descriptive and inferential, including frequency, percentage, and mean as well as Pearson correlation and regression. According to the research findings, project planning tools have a positive and significant impact on service delivery of NGO-funded projects in the Kitui County in Kenya. Besides, the research concludes that project team

building tools have a significant impact on the service delivery of NGO-funded projects in Kitui County, Kenya, which is positive. Considering the results, the paper recommends that the management of NGOs should adopt a wholly contract management software like Microsoft Project. The tools offer a wide range of planning and scheduling tools that are necessary in ensuring projects are done on time and efficiently.

### **2.4.3 Competitive Tendering and Service delivery**

The article by Idun and Cobblah (2023) is the analysis of the effect of competitive tendering techniques on the project services delivery. There were 400 questionnaires distributed and 318 were obtained which were valid to be analyzed. Descriptive and inferential statistical methods were used. The results of the SEM showed positive correlations between the three competitive tendering strategies and the effectiveness of service delivery of projects. However, the open restrictive variable was not statistically significant. The findings show that competitive methods of contractor selection lead to positive project outcomes in the Ghanaian construction industry. The organizations in the sector can use the benefits by developing favorable organizational culture, strong governance structure, and accessibility of resources during the implementation of projects. The research suggests that employers ought to seek to critically review their structures of evaluation of the tender bidding competition in order to see that efficiencies are minimized.

Ndoli and Mulyungi (2017) conducted the research on the impact of the tendering process on the process of providing services within the context of public institutions. The Census of 43 procurement officers in the Rwandese public institutions was conducted using a formal survey. The report also indicated that service delivery through

the provision of services and goods in regards to quality assurance also played colossal role in service delivery by the state institutions. Conversely, the study was proven through the fact that a small percentage of the respondents supported the fact that the capability of a supplier to deliver at the appropriate time enhanced the provision of services by government institutions. The findings agreed to a similar extent regarding the aspect of variability of quality goods being a significant factor in failure of an organization to achieve the procurement objective thereby influencing service delivery process of the public institutions. Another fact that was also supported by the study is that there is a strong association between providing an assurance on the quality of products and efficiency of service delivery during the tendering process.

The study presented by Sama (2022) examined how transparency affected competitive tendering in the Singida and Dodoma Regions of Tanzania. Quantitative research approach supported the research based on the questionnaire that forms the main data collection tool in cross-sectional design. This research was comprised of those respondents who were the practitioners of public procurement in the Local Governments of the Singida and Dodoma Regions in Tanzania. Descriptive statistics, regression analysis and moderated regression analysis were used to analyse data. The outcomes of the research work demonstrate that bounded rationality is very important in explaining the existence of false impressions, cognitive constraints, and incomplete regulations and rules of governance. In its turn, this establishes opportunities of malpractices and non-compliance in the field of competitive tendering.

In another study on competitive tendering and the effectiveness of delivering services in procurement in the local governments, Otim (2018) performed an investigation of the

case of the Soroti Municipal Council in Entebbe, Uganda. Study had used cross-sectional survey design, which includes the qualitative aspects of study. The administration of a questionnaire was done to collect quantitative data, and use of an interview guide to collect qualitative data. According to the findings there was no significant relationship between advertisement and community involvement and the bid evaluation was significantly and positively correlated with the delivery of procurement services in Soroti Municipal city council.

Nassor and Athumani (2020) have conducted a research study on how international competitive tendering influences the effectiveness of the procurement service delivery in Zanzibar in terms of public organizations. The study was based on descriptive survey design with a sample of 44 people where purposive sampling methodology was applied to the selection process. Structured questionnaire was used to collect the data. The research process fitted the nature of the research as quantitative. The research establishes that international competitive tendering is quite relevant and cannot be ignored whenever there is any effort towards an improved delivery of the procurement services in a public organization. The study finally ascertained that international competitive bidding gives potential bidders of source nations that are allowed to participate in the bid as a fair opportunity to submit bids of goods and services being purchased.

The study by Kahare and Chege (2021) is an investigation into the subtle complexities of the confidentiality of tendering and its implication in the process of delivering procurement services at Kenya Electricity Generating Company. This study was meant to explain how confidentiality in tendering would result in the success or failure of

procurement service provision in Kenya Electricity Generating Company PLC. The population of the study was 381 procurement staff members in Kenya with two levels of the management structure. Probabilistic sampling method as stipulated in the Taro Yamane formula was used to infer a sample of 92. The study used the descriptive research approach where a semi-structured questionnaire based on the Likert scale questions was the instrument to collect data. These data was carefully compiled at the headquarters in Nairobi. Data analysis was done through frequency, standard deviation, mean, and percentages of the data that were analyzed using descriptive statistics and ordinary least squares method of inferential analysis. The study further revealed that the secrecy of the contracting process made a very significant and positive contribution to the provision of procurement services.

Otima (2017) indicated that he shall analyze how the procurement process affects the service delivery of the Kenyan public institutions. Research was conducted basing on a conceptual framework that explained how all the independent variables such as supplier qualification screening and competitive bidding and supplier evaluation relate with the dependent variable, which are service delivery. It was based on the agency theory in the research. This study used case study research strategy with a population of 130 employees within the government of Vihiga County. All of the respondents were selected using a simple saturated sampling technique where all of the 120 respondents were included in the study. The data was collected using a questionnaire, which was later analyzed by using both descriptive and inferential statistical analyses. These results showed that there was lack of a quality service provision in the government institutions. According to the research, supplier screening was not found to have a major distinction

whereas competitive bidding was found to be significantly associated with service delivery. Moreover, it was also discovered that a serious impact of supplier evaluation concerning service delivery was not observed. The research results showed that competitive bidding was the only aspect that had any significant influence on the service delivery of county government whereas supplier screening and evaluation had shown no meaningful effect on this area.

The study by Mwambi and Ngugi (2019) had an estimation carrying out an assessment of the effects of a competitive bid on the provision of services of small and medium food processing firms in Kenya. In this investigation, descriptive research design was used. The structured questionnaires were used to collect primary data. The analysis revealed that, where solicitations are made in relation to procurement of goods and works, on the establishment that they have complied with the technical specifications, the equitable comparison of the proposed pricing is made. The award of contracts recommendation is given where the offer has met the technical requirements as well as having the lowest weighted price bid.

In the study by Nakhwanga and Malenya (2020), the researchers explored how the adopted best practices in the procurement resulted in the service delivery of the procurement in the County Government of Kenya with reference to Busia County. The Griffinthe basis underlying the research was the principles of the stock diffusion theory and the resource based view theory. The study used descriptive survey model, which employed the use of structured questionnaires in gathering the data. Use of descriptive statistics aided in the condensing of data in a clear format, and the use of inferential statistics allowed the determination of the relationships between variables. The study

proved that the delivery of procurement services in the county government of Busia is considerably influenced by procurement planning, training of the procurement personnel, competitive bidding and inventory management. The four identified practices of supply chain management were noted to be highly important predictors of the delivery of procurement services. The study, therefore, established that the activities of supply chain management were influencing the implementation of procurement services significantly in the county government of Busia.

Otieno, Lusala, and Midida (2021) implemented a study focusing on the effects of electronic tendering on the service delivery in supply chain of the county government of Homa-bay in Kenya. The study was based on concepts of disruptive innovation and adoption of technology. The design adopted a correlational research design. The paper targeted 400 employees as the population, which was sampled as a population out of the total ten departments of the county government of HomaBay. Quantitative data was analysed using descriptive and inferential statistics, and the qualitative data was analysed using verbatim reports and transcriptions. According to the research, electronic tendering had a significant and positive impact in provision of the supply chain services with a statistically relevant percentage of variance. The findings reveal that electronic tendering has both considerable and positive impact on effectiveness of supply chain service provision.

Amoke, Arani, and Otieno (2024) carried out a review of the relationship between the influence of the tendering process on the service delivery of the county governments in Kenya. The study was guided by three main objectives which were to examine the criteria of selection of suppliers, to examine ethical conduct during tendering processes

and to determine the effect of automation on service delivery of county governments in Kenya. Also, it sought to find out the moderating impact of government policy as stipulated in the Public Procurement and Disposal Act on service delivery of these county governments. The research used a methodological study design where the relevant information was collected using descriptive research design. The study included Census Sampling where they contained a total of 74 respondents that were selected among different management levels as well as ad hoc committee members in the department. Questionnaires were used as the major tools in collecting data. Data were gathered through the distribution of questionnaires. The research results portray that the selection criteria of the suppliers, use of ethical practices in the tender process and automation of the tendering process have significant role to play regarding service delivery of the County Governments in Kenya.

A critical assessment of how particular procurement practices affect the effectiveness of service delivery in devolved units of government in Kenya, especially in the case of the present research objectives, Migabos County government, was performed by Mutuku, Agusioma, and Wambua (2021). The research design that was utilized and informed the study was that of descriptive research design. The study was carried out in the county government offices. This research involved a sample of members of a population of 77 who were working in the procurement unit of the Machakos County. The following group was composed of the senior managers, procurement staff, chiefs of different departments, and members of the budget committee who had been selected using a purposeful sampling strategy. These self-administered questionnaires were used in providing the data of the study. Through the research, the results indicated positive

effects of the procurement policies on the service delivery in the County of Machakos. The study also established that to have the Machakos County performing optimally, the procurement department ought to effectively execute, monitor, and evaluate the practices. In this research study, the adherence of the procurement will be evaluated with emphasis on the procurement Policies under consideration in this research. In some ways, the case study design was also limited, and the given investigation will focus on the even broader scope of counties in the Western region.

Andika, Iravo, and Noor (2021) analyzed the effect of competitive tendering on the effectiveness of service delivery in the devolved system of government in Kenya. The study has a cross sectional methodology that uses primary data collection. The results show that good application of competitive tendering cements the service delivery in devolved governmental systems. The introduction of the competitive tendering technique allows governments to access a huge pool of suppliers and hence they can make a selective choice of the prospective partners competitively with the aim of building a trust in the public in the way that government manages public money. The study provides great information on the formulation of a policy framework geared to help manage the process of public procurement in a devolved type of government with efficiency and effectiveness. According to the study, a reasonable implementation of the competitive tendering approach can foster the improvement in service delivery in case of the devolved systems of the state. However, the study only touches only upon only one way of the competitive tendering method which can only be applied at specific thresholds.

Chemtai and Nyakwara (2020) presented the analysis of how open tendering can affect

the service delivery mechanisms used by the County Government of Garissa, Kenya. The research question sought to determine the impact of the open tendering, restricted tendering, and single sourcing together with the measurement of the impact that the requests of quotations have to the service delivery of the county of Garissa government. Principles of agency, auction dynamics and the theory of constraints were steering this research. The study used mixed methods, whereby the researcher used a phenomenological design in collecting the qualitative data and descriptive survey design in collecting the quantitative data; at the end, the researcher triangulated the two data sets alongside each other at the same period of time. Questionnaires were used as data collection instruments. The study revealed that the government in Garissa County can manage the open tendering process on a competitive basis through fair chances of application, equality in the balance of suppliers, and the observance of all protocols put into place by the parties involved. Its goal should therefore be to improve the delivery of value to customers, eliminate waste and involve all the players in the value creation process. The county government should develop a way to help in ensuring that quotations are received on time and that the evaluation process would be as economical as possible. The request of quotation has an important influence on the supply chain because greatly decreases the lead time and does not require preparing solicitation documents or advertising requirements.

This study is conducted by Otina (2019), who analyzes the influence of the procurement process on service delivery to the population of public institutions in Kenya. The study was based on a conceptual study that presented an explanation of how various independent variables such as supplier qualification screening, competitive bidding and

supplier evaluation are related to the dependent variable which is service delivery. The agency theory on which the research was based examines the concerns between two parties where one party places its responsibilities in the hands of the other party who acts on behalf of the former in his or her transactions with a third party. The study was based on a case study approach and targeted 130 workers of the Vihiga County government. All 120 respondents were selected using a simple saturated sampling method which was used to cover the entirety of the respondents. Data collection involved the use of a questionnaire which appropriately analyzed using descriptive and inferential statistics. The findings showed that there was a shortfall in the provision of service delivery by government institutions.

In their study, Githinji (2018) performed an analysis of how procurement practices have affected the effectiveness of procurement service provision in Kenyan public hospitals with a focus on the Kenyatta National Hospital. The research attempted to discuss the effect of international competitive tendering, national competitive tendering, restricted tendering and effects of direct procurement towards delivery of procurement services in public hospitals in Kenya. The study used a descriptive survey research methodology where a population of interest was made up of 6,000 employees and management members of KNH. The study has used well-prepared questionnaires to collect the primary data of the participants. The study established that, only the variables of international competitive tender and national competitive tender had positive and statistically significant influence on the actualization of the procurement services. Statistical analysis showed that restricted tender and direct procurement made no significant difference.

Such a study was done by Nyabuto and Nyakwara (2024) with their research concentrating on how top management support could help in delivering procurement services in county governments in Kenya and considering the case study of Kisii county government in Kenya. The study was based on the hypothesis of external environment of Nortel networks. Descriptive research design has been utilized. The data in the study has been collected through the well-planned questionnaire seeking to receive quantitative data. Both descriptive and inferential statistics were to be used in the analysis of the data. Based on the results, a positive correlation exists between the top management and the provision of the procurement services.

Mohammed and Osoro (2023) analyzed the compliance with the law governing the public procurement and its influence in service delivery of the County Government of Isiolo in Kenya. The study further established the moderating influence of management support on the relationship that exists between the public procurement law and service delivery of the County Government of Isiolo in Kenya. The results revealed that there was significant moderating effect of management support relating to the association between the law of public procurement and service delivery of the County Government of Isiolo in Kenya.

Munyoki and Moronge (2019) analyzed the drivers of the efficacy of procurement service delivery in County Governments in Kenya. The study also focused on how the determinants of the delivery of procurement services in Kenya County Governments, were moderated by management support. Descriptive research design was used in the study. The study targeted a sample size of 160 officers undertaking procurement who were randomly drawn across the different procurement departments of each of the eight

county governments in Kenya, which were established under the new constitution of 2010: Kiambu, Mombasa, Kitui, Nairobi, Garissa, Kisumu, Bomet, and Kakamega. The use of questionnaires helped collect primary data. This implies that sound procurement planning, contract management, procurement outsourcing, and allocation of resources should have been embraced to enhance procurement functions in the county governments of Kenya.

Kamoni, Simotwo and Kipkogei (2024) studied the impact of procurement means and Service delivery of the Public Institutions in Turkana County, Kenya. The theories that formed the focus of this research included Principal- agency theory, the contingency theory, the stakeholder theory and the porter value chain analysis theory. The research study has taken a descriptive survey research design. The 140 officials in different public institutions in Turkana are the target population. The research established 140 persons as sample size by adopting methods which are census in nature. Inferentially, Pearson correlation and regression analysis would be used to measure the strength and direction whereas descriptively, the results would be analyzed using means and standard deviations. Regression scores ascertained that all procurement practices purchase planning, E-procurement practices, sourcing ethics and evaluation practices were statistically relevant to procurement delivery of services. The study also stated that top management support played a significant role in mediating the relationship between procurement methods and service delivery of the Public Institutions in Turkana County, Kenya.

Madara and Njenga (2022) investigated on procurement procedures and service delivery of County Governments in Kenya, a case of Nakuru County Government. The study also

studied the moderating effect of management support on procurement practices and service delivery of County Governments in Kenya. The work was guided by principal-agent theory. The study employed descriptive research design. Census approach was employed to choose research participants. The findings of the study demonstrated that financial management and tendering had inverse but positive effect on service delivery of County government of Nakuru.

Obura (2024) assessed the implementation and operational service delivery of Service State Corporations on the part of the public in Kenya. Deontological Ethics, Transaction Cost Theory, and Records are the methods of the study. Continuum Model and Stakeholders The research results showed that the ethical procurement, the tender evaluation procedure, the management of procurement records, and the supplier appraisal procedures play an important role in the offering of the operational service by the state corporations in Kenya. The study has shown that the legal framework acts as a major moderator between the implementation of public procurement and operation service delivery of state enterprises in Kenya. Unlike the current study that is regulated by a managerial support, this research will be moderated by a regulatory framework.

A study by Betts and Achuora (2021) sought to discover how the contract management influences the delivery of the procurement service by the County Governments in Kenya. The studies used the agency theory and the transaction cost theory. The study used a census descriptive methodology. The sample size used was 47 counties. The research was a census of the complete county government. To describe the data, descriptive statistics were used such as mean, percentages, and frequencies. The inferential statistic used was a multiple regression model to determine the effect of

contract management on the provision of procurement services among the county governments. Tables and figures were also used to explain the findings of the research. The results of the study revealed that contract management has a positive influence on the delivery of procurement services to the county governments. This research did not work on all aspects of contract management and instead focused only on contract management.

The article by Kiganane, Ngacho, and Chesoli (2021) involved an analysis of how governmental interventions affected the interdependence between the procurement practices and the effectiveness of the procurement service delivery among the public secondary schools in the West Pokot Sub-County of Kenya. The proposed study had several objectives, namely: to determine the extent to which compliance with procurement practices influences service delivery in the public secondary schools, to explore how the practice of inventory management influences service delivery in the latter, to examine how supplier management can impact on procurement service delivery, and to examine the effect of training on procurement service delivery in the public secondary school. The Agency theory, the Transaction Cost Economics Theory and the Resource Based Theory guided the research. The descriptive research design was used. The interpretation of the regression coefficient showed that the four variables are good predictors of the procurement service delivery at public secondary schools.

Jama and Mohamud (2024) did an in-depth review of the literature on how tendering procurement practices have been used to determine the effectiveness of service delivery by an organization. Articles published since 2017 were thoroughly evaluated and included in the analysis. The selected papers were thoroughly examined to compare and

combine their goals, procedures, results, and conclusions. The results emphasize the fact that effective procurement operations enable organizations to procure high-quality goods and services, develop effective supplier partnerships, and gain a competitive advantage in the market. Conversely, inadequate tendering procurement operations have negative effects on the overall effectiveness of the organizational service delivery. Besides, the study reflects that companies face significant challenges when trying to streamline their procurement activities, which has a direct impact on their service delivery. The research results show the importance of investigating the tendering procurement practices as a critical component in enhancing service delivery within the organization. The paper identifies the gaps that exist in the existing literature, thus creating a foundation to further investigations that can be used to address these gaps and improve the knowledge of this field.

## **2.5 Research Gap**

The studies on public procurement compliance expose several gaps, the focus either narrow scope case studies, sector gaps, contextual gaps, construct gaps and even methodology gaps. Table 2.1 helps to illustrate these gaps.

**Table 2.1 Research Gaps**

| <b>Researchers</b>             | <b>Focus of the study</b>  | <b>Findings</b>   | <b>Knowledge Gap</b>  | <b>Filling of Gap</b>  |
|--------------------------------|--|---|---|--|
| Otieno and Odero (2023)        | The effect of supplier relationship management ethical practices on Supply Chain Service delivery in County Governments. | The study found that procurement ethics had a positive and significant moderating effect on the relation between supplier relationship management practices and supply chain service delivery of Kenyan selected county governments.                        | Independent variable Supplier relationship ethics,<br>Dependent variable Supply Chain Service delivery    | Study focused on procurement ethics<br>Dependent variable is service delivery  |
| Mumangi (2024)                 | The influence of ethical procurement practices on service delivery of Kitui County Government, Kenya                     | The findings indicate that there existed a positive and significant relationship between transparency practice, accountability practice, professionalism practice and competition practice on employees' service delivery in Kitui County government, Kenya | Focused on case study design.<br>Skewed to procurement ethics<br>Lacked moderating variable               | The study looked western region counties hence survey<br>The study also examined contract management and competitive tendering |
| Nato, Miroga and Otinga (2021) | The influence of ethical procurement issues on procurement service delivery in the county government of Kakamega, Kenya. | The results indicated that conflict of interest, professionalism, competitive bidding and adherence to Public Procurement regulations were found to have a significant positive influence on procurement service delivery of Kakamega County Government.    | This study failed to bring in contract management and competitive tendering<br>Lacked moderating variable | Contract management and competitive tendering were part of the study   |

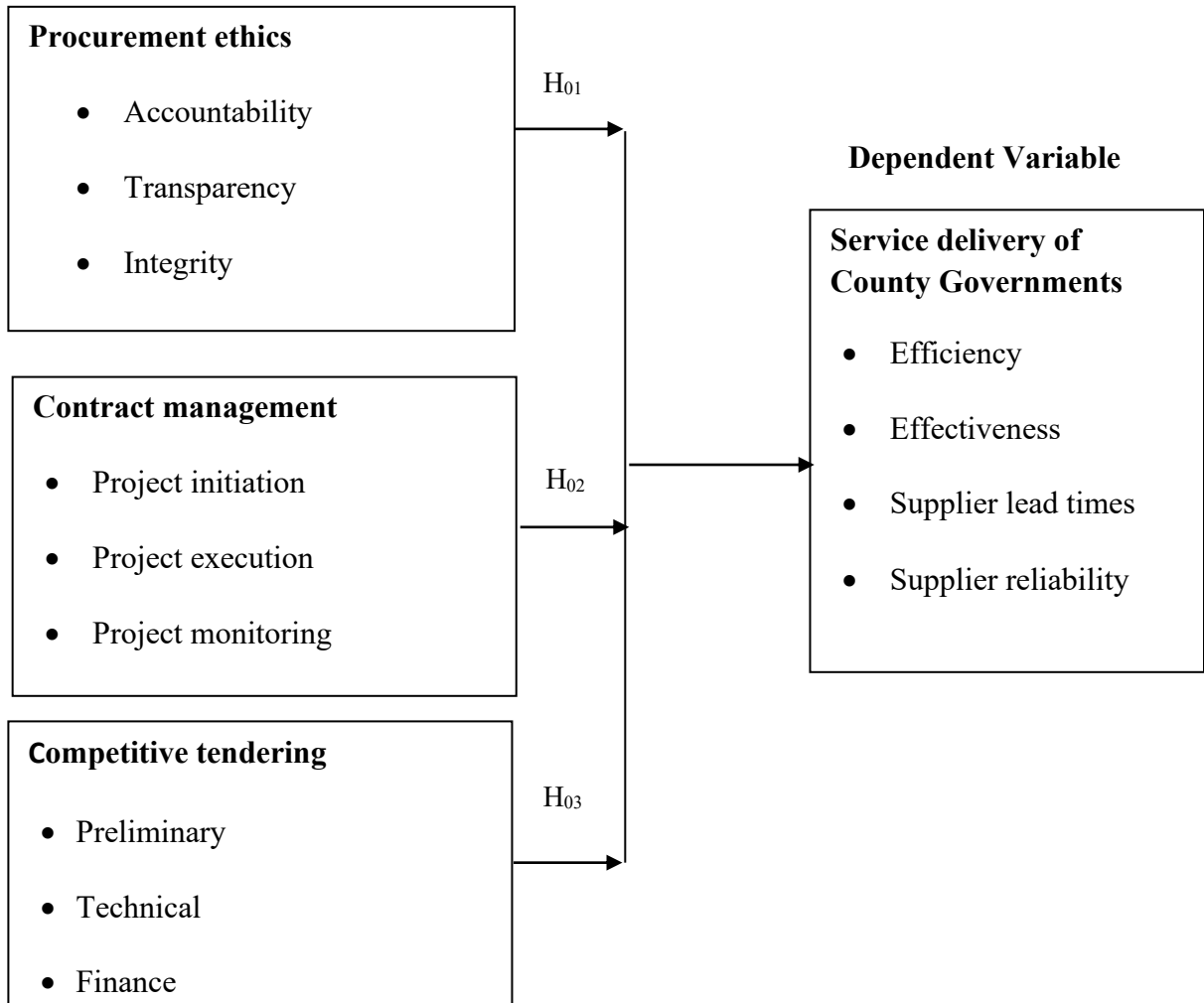
| <b>Researchers</b>          | <b>Focus of the study</b>  | <b>Findings</b>   | <b>Knowledge Gap</b>   | <b>Filling of Gap</b>  |
|-----------------------------|--|---|--|--|
| Ndung'u (2022)              | The determinants of ethical procurement service delivery at Teachers Service Commission  | The findings showed that government regulations have a direct impact on ethical procurement service delivery since when directed well, ethical procurement policies provide clear guidance on how procurement should be carried out | Skewed to ethical procurement<br>Lacks moderating variable   | Contract management and competitive tendering were part of the study                               |
| Ndunda and Thomas (2024)    | The contract management tools and service delivery of non-governmental organization funded projects in Kitui county, Kenya                               | The study concludes that project planning tools have a positive and significant effect on service delivery of NGOs Funded Projects in Kitui County, Kenya   | Focused on NGO funded projects<br>Case study research  | The study focused on county government projects in general, survey study of western Kenya counties |
| Idun and Cobblah (2023)     | The effect of competitive tendering method on project service delivery in Ghanaian construction industry   | Findings suggest that competitive methods of contractor selection yield positive project outcomes for the Ghanaian construction industry  | Contextual gap done in Ghana<br>Sector gap done in construction industry                               | The study was in Western Kenya counties<br>Sector focus was on counties                            |
| Nyabuto and Nyakwara (2024) | The influence of top management support on procurement service delivery in county governments in Kenya, a case study of Kisii county government          | The results indicated that top management and procurement service delivery are positively correlated.   | A case study of Kisii county government<br>Direct relationship top management was independent variable | The study focused on Western counties hence a survey   |
| Andika (2022)               | The moderating effect of top management support on the relationship between public procurement principles and the service delivery of County Governments | Top management support significantly moderates the relationship between public procurement principles and the service delivery of county governments in Kenya   | Independent variable is public procurement principles<br>Study was on top management support           | The Independent variable was public procurement compliance   |

## 2.6 Conceptual Framework

Figure 2.1, presents the investigators conceptualization based on public procurement compliance (independent variable) and service delivery (dependent variable).

### Independent Variable

#### Public procurement Compliance



Source: Adapted from Andika (2022), Ndirangu (2021)

Figure 2.1: Conceptual Framework

The study was guided by independent variable the public procurement compliance that constitutes of procurement ethics, contract management and competitive tendering. In regards to procurement ethics accountability, transparency and integrity would be assessed. Contract management focused on project initiation, project execution and project monitoring. Competitive tendering majored on preliminary, technical and finance. The study presented Service delivery of County Governments as the dependent variable that harnesses efficiency, effectiveness, supplier lead times and supplier reliability.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter covers design, target population, sample size, sampling technique, sampling procedures, data analysis, data presentation and research ethics.

#### **3.2 Study Area**

This study was carried out in western region counties comprising of Kakamega, Busia, Bungoma and Vihiga. This area is chosen on grounds that the compliance risk rating is high above 40% in all the mentioned counties. Latitude is 0°30' North and longitude 34°35' east.

#### **3.3 Research Design**

The study applied a descriptive research design. Descriptive allowed description of study variables (Cooper & Schindler, 2014). The design was suitable due to cross examination of study variables. Descriptive research design is applicable when you want to understand the characteristics, frequencies, trends, and categories of a phenomenon or population by documenting and describing its current state.

#### **3.4 Population**

Employee Report, (2024) reports inefficient procurement compliance for mentioned counties leading to their selection. Population of the study includes all the 96 members of staff who work in procurement department, internal audit and county treasury in Kakamega County, Busia County, Bungoma County and Vihiga County governments.

The county procurement department is in charge of direct management and compliance, internal audit in charge of internal checks adherence and flags non compliance issues and county treasury is concerned with budget alignment and control. County procurement department staff, internal audit, and county treasury are well placed to explain concepts of public procurement compliance on service delivery of county governments in Kenya.

**Table 3.1 Target Population**

| <b>Category</b>               | <b>KAKAMEGA</b> | <b>BUSIA</b> | <b>BUNGOMA</b> | <b>VIHIGA</b> | <b>TOTAL</b> |
|-------------------------------|-----------------|--------------|----------------|---------------|--------------|
| County procurement department | 10              | 8            | 9              | 8             | 35           |
| Internal audit                | 9               | 7            | 8              | 5             | 29           |
| County treasury               | 9               | 6            | 9              | 8             | 32           |
| <b>Total</b>                  | <b>28</b>       | <b>21</b>    | <b>26</b>      | <b>21</b>     | <b>96</b>    |

**County Human Resource Repository Data (2025)**

**3.5 Data Collection Methods**

Bryama and Bell, (2014) asserts that collection of data is a vehicle by which data assembling is made possible and for this study primary data will be used. Likert scale questions in a five framework were used. This focused on closed ended questions that had two parts where part A comprised of background information and part B on compliance questions. The researcher involved three research assistant each in counties under examination.

**3.6 Piloting of Research Instruments**

Piloting allows for the testing of the questionnaires before embarking actual data gathering. The results from piloting were included in actual findings. The pilot tests focused on two elements of data collection tools effective and efficiency in the subsequent data processes and analysis namely; data Validity and data reliability. The

researcher selected Trans Nzoia County of which 10 respondents formed 10% of the population as suggested by scholars (Mugenda & Mugenda, 2013). Trans Nzoia County borders Western region and has similar trends in public procurement to those of western region. Piloting assists in testing efficiency of the instrument in this context questionnaire.

### **3.6.1 Validity of Instruments**

Validity as indicated by Mugenda and Mugenda (2013) is the accuracy of derivations in data collection instrument. The experts were given the instruments to confirm and ascertain whether the content is clear and understandable. Further construct validity was measured by use of principal component analysis, the outcomes for the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) had a value of 0.710 which is between 0.5 and 1.0 indicating that factor analysis was appropriate (Tanasa et al, 2012),

### **3.6.2 Reliability of Instruments**

Reliability is characterized as the capacity of research tools to get comparative outcomes when utilized in comparative settings after some time source. A research instrument is said to be dependable if and just whenever rehearsed gives comparative result (Mugenda & Mugenda, 2013). In this investigation dependability was estimated to test whether there is consistency in the research instrument. Managing dependability, it included use of "Cronbach's Alpha for a ratio of at least 0.7" done by SPSS Software version 27.

### **3.7 Data Collection Procedures**

The procedures begin by addressing research hypotheses; key themes identified were discussed under literature review. Respondents were given a period of one week to give responses after which the three research assistants picked questionnaires. Primary data

was then accessed by use of closed ended questionnaires. Data was identified and recorded in frequency form. Data was collected from 96 staff as illustrated in Table 3.1.

**Table: 3.2: Operationalization of Variables**

| <b>Type of Variable</b> | <b>Variable name</b>                   | <b>Operationalization</b>  | <b>Measurement</b>  |
|-------------------------|--|--|---|
| <b>Dependent</b>        | Service delivery of County Governments | <ul style="list-style-type: none"> <li>• Efficiency</li> <li>• Effectiveness</li> <li>• Supplier lead times</li> <li>• Supplier reliability</li> </ul> | Likert scale  |
|                         | <b>Independent variable</b>            | Procurement ethics   | <ul style="list-style-type: none"> <li>• Accountability</li> <li>• Transparency</li> <li>• Integrity</li> </ul> |
| Contract management     |  | <ul style="list-style-type: none"> <li>• Project initiation</li> <li>• Project execution</li> <li>• Project monitoring</li> </ul>                      | Likert scale  |
| Competitive tendering   |  | <ul style="list-style-type: none"> <li>• Preliminary</li> <li>• Technical</li> <li>• Finance</li> </ul>  | Likert scale  |

**Source: Author (2025)**

### **3.8 Data Processing and Analysis**

#### **3.8.1 Descriptive statistics**

Descriptive statistics deals with simple computations of which frequencies and percentages formed basis for this study descriptive results. Compiled data was organized into tables (Cooper &Schindler, 2014).This study used descriptive statistics that comprises of frequencies, percentages, mean and standard deviation. Analyzed data was presented in tables and graphs.

### 3.8.2 Inferential statistics

Inferential statistics embraced complex computations and for the case of this study simple linear and multiple regression as well as Pearson correlation analysis. Statistical Package for Social Sciences version 27 was used to aid data analysis in generating the descriptive and inferential applications (Cooper & Schindler, 2014). The study utilized simple and multiple regression models.

#### Simple Linear Regression Models

$$Y = \beta_0 + \beta_1 X_1 + e \dots\dots\dots(i)$$

$$Y = \beta_0 + \beta_2 X_2 + e \dots\dots\dots(ii)$$

$$Y = \beta_0 + \beta_3 X_3 + e \dots\dots\dots(iii)$$

#### Multiple Regression Model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \dots\dots\dots(v)$$

Y = Service delivery of County Governments

$\beta_0$  = Constant

$X_1$  = Procurement ethics

$X_2$  = Contract management

$X_3$  = Competitive tendering

$\{\beta_0 - \beta_3\}$  = Beta coefficients

$e$  = the error term

### 3.8.3 Diagnostic Tests

Diagnostic tests refer to the assumptions of linear regression analysis which have great influence on regression analysis. Violating these assumptions can lead to biased estimates, inaccurate predictions, and invalid statistical inferences. Understanding and checking these assumptions is crucial for interpreting regression results correctly.

**Multi-collinearity:** This tested if there exists high relationship among study variable. This based on variance inflation factor (VIF) benchmark where if below 10 it confirms non multicollinearity. Furthermore the tolerance values had values less than one (Lind, Marchal & Wathen, 2008).

**Normality test:** The study conducted normality test by use of Kolmogorov-Smirnov test and Shapiro-Wilk test. According to Ghasemi and Zahedias (2012) when Kolmogorov-Smirnov test and Shapiro-Wilk test values are above 0.05 data is set to be normal. Visual tests such as Q-Q and P-P plots were also used to examine normality.

**Linearity:** To test for linearity in regression, the most common method is to visually inspect a scatter plot of the dependent variable against each independent variable, looking for a roughly straight line pattern; if the data appears curved or has a non-uniform distribution; it suggests a non-linear relationship (Ghasemi & Zahedias, 2012).

**Homoscedasticity:** The study employed the Levene statistic to test the null hypothesis that the variance of the explained variable remained constant across all levels of explanatory factors

### **3.9 Ethical Considerations**

According to Bryman and Bell, (2014) Ethical consideration is cited as the careful considerations to put in mind in undertaking research process. Data was kept confidential and the researcher sought authorization from NACOSTI and MMUST Directorate to authorize the study. The study honoured citations by complying with reference acknowledgement.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSIONS**

#### **4.1 Introduction**

The purpose of this research was to investigate the influence of public procurement compliance on service delivery of county governments in Kenya. This was specifically through procurement ethics, contract management and competitive tendering. Descriptive statistics, Pearson correlation, and regression analysis were used to show the results in this chapter. The researcher used SPSS version 27 to code and analyze the data from structured questionnaires according to each independent variable.

#### **4.2 Response Rate**

A total of 92 (95.8%) of the total questionnaires were returned by respondents from the 96 questionnaires that were sent out; 4 (4.2%) of the total questionnaires were never received. According to Babbie (2004), a return rate of 60% is considered acceptable, while a return rate of 70% is considered very good as 95.8% signify excellent. The drop-and-pick technique and use of research assistants were contributing factors to the high response rate shown in this study. Participants were provided with clear information about the purpose and importance of the study, which helped build trust and motivate responses. The questionnaire was designed to be concise and user-friendly, taking a shorter time to complete, which encouraged full participation.

**Table 4.1: Response Rate**

|              | <b>Count</b> | <b>Percentage</b> |
|--------------|--------------|-------------------|
| Returned     | 92           | 95.8              |
| Not Returned | 4            | 4.2               |
| Total        | 96           | 100               |

**Source: Research Data (2025)**

### 4.3 Reliability and Validity Tests

#### 4.3.1 Reliability Tests

Results from reliability tests using Cronbach's alpha for each variable ranged from 0.871 for Service delivery to 0.914 for Competitive tendering. The reliability of the data collecting instrument was confirmed by the fact that, after the improvements made to the instrument for procurement ethics, all variables had Cronbach alpha values over 0.7 (Kothari, 2014). The dependability of the scales employed in this research is perfect, and there is good reason to believe that they are dependable. After careful consideration, the test items were chosen to be utilized in this research. Their reliability is shown in table 4.2 below.

**Table 4.2: Reliability Table**

| <b>Variable</b>       | <b>No of items</b> | <b>Cronbach alpha</b> | <b>Verdict</b> |
|-----------------------|--------------------|-----------------------|----------------|
| Procurement ethics    | 7                  | 0.911                 | Reliable       |
| Contract management   | 8                  | 0.903                 | Reliable       |
| Competitive tendering | 6                  | 0.914                 | Reliable       |
| Service delivery      | 6                  | 0.871                 | Reliable       |

**Source: Research Data (2025)**

### 4.3.2 Validity Tests

Validity was determined using construct validity. Following the use of main component analysis, the outcomes for the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) are shown in the table that may be seen below.

**Table 4.3: KMO and Bartlett’s Test for Service delivery**

|  |                    |         |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | .710    |
|  | Approx. Chi-Square | 283.580 |
| Bartlett's Test of Sphericity                    | df                 | 15      |
|  | Sig.               | .000    |

**Source: Research Data (2025)**

A KMO value between 0.5 and 1.0 indicates that factor analysis is appropriate (Tanasa *et al.*, 2012), thus, factor analysis was suitable for this research, as shown in Table 4.3, which displays the results of a Kaiser-Meyer-Olkin (KMO) test measuring sampling adequacy at 0.710.

**Table 4.4: Communalities**

|   | <b>Initial</b> | <b>Extraction</b> |
|---|----------------|-------------------|
| My county has put a cost benefit analysis for efficiency purpose                | 1.000          | .965              |
| The procurement costs at my county are explainable                              | 1.000          | .735              |
| My county has a time based service delivery charter in place                    | 1.000          | .791              |
| The procurement day to day operations in our county are time bound              | 1.000          | .750              |
| The output is always checked in relation to input                               | 1.000          | .791              |
| The county considers customer views and ascertains customer satisfaction always | 1.000          | .627              |

Extraction Method: Principal Component Analysis.

**Source: Research Data (2025)**

To counteract the widespread assumption of a simple (rotated) structure in construct validation, Kaiser's varimax rotation approach was used. Table 4.4 shows that this strategy maximizes the variation of loadings, even if each factor only has a limited number of big loadings to begin with. This is because, after varimax rotation, each original variable is linked to one of the factors with a large value. This means that the dependent variable and data met grounds for validity and the instrument was considerate. In factor analysis, communalities represent the proportion of variance in a variable that is explained by the extracted factors. A higher communality closer to 1 indicates that a variable's variance is well-represented by the common factors, while a lower communality suggests that the variable shares less variance with other variables and may be influenced by unique factors or error. Generally, communalities above 0.5 are considered acceptable, but this threshold can vary depending on the research context and the specific criteria of the analyst. Therefore, they were concluded as valid. Given communalities were above 0.5 validity was considered acceptable

**Table 4.5: Rotated component matrix**

|   | <b>Component<br/>1</b> |
|---|------------------------|
| My county has put a cost benefit analysis for efficiency purpose                | .767                   |
| The procurement costs at my county are explainable                              | .847                   |
| My county has a time based service delivery charter in place                    | .889                   |
| The procurement day to day operations in our county are time bound              | .842                   |
| The output is always checked in relation to input                               | .684                   |
| The county considers customer views and ascertains customer satisfaction always | .786                   |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

**Source: Research Data (2025)**

Test items were deemed fit for this research if their factor loadings were larger than 0.4. Factor loadings ranged from 0.684 to 0.889 for each of the statements on service delivery dependent variable. In the examination of the rotated component matrix, researchers can identify which variables are grouped together under each factor and interpret the meaning of each factor. Factor loadings were above 0.5 hence variables were well grouped.

#### 4.4 Demographic Characteristics

The study population's background is described using education level and length of service at the county government level. This is displayed in Table 4.6

**Table 4.6 Highest Level of Education Attained**

| <b>Level of Education</b> | <b>Frequency</b> | <b>Percent</b> |
|---------------------------|------------------|----------------|
| Post graduate             | 1                | 1.1            |
| Degree                    | 22               | 23.9           |
| Diploma                   | 69               | 75.0           |
| <b>Total</b>              | <b>92</b>        | <b>100.0</b>   |

**Source: Research Data (2025)**

Table 4.6 displays the study findings, which reveal that out of the total respondents, 75% (69) had diplomas, while 23.9% (22) had just degrees. One respondent (1.1%) of responses had post graduate level indicated as masters. Higher educational qualifications, such as degrees and master's degrees, are often associated with enhanced grasp of knowledge in their areas of expertise and therefore attributable to high understanding of the subject; public procurement compliance on service delivery of county governments in Kenya.

**Table 4.7: Working experience**

| <b>Length of service</b> | <b>Frequency</b> | <b>Percent</b> |
|--------------------------|------------------|----------------|
| 0-5 years                | 6                | 6.5            |
| 6-10 years               | 7                | 7.6            |
| 11-15 years              | 68               | 73.9           |
| Above 15 years           | 11               | 12.0           |
| <b>Total</b>             | <b>92</b>        | <b>100.0</b>   |

**Source: Research Data (2025)**

Results shows that 12% (11) employees had job experience above 15 years, while 73.9% (68) had 11-15 years of experience. In addition, 7.6%(7) had 6-10years experience while 6.5%(6) had less than 5 years experience. According to the findings, most of the participants had been with the company for 11 years or more. This indicates that a substantial portion of the workforce possesses extensive experience, which is valuable for better grasp of concepts on public procurement compliance on service delivery of county governments in Kenya. Working experience enhances knowledge and leads to better service delivery. Working experience helped in achieving objectivity or vast information on subject area.

#### **4.5 Descriptive Statistics Results**

The study variables' frequencies, percentages, means, and standard deviations form the basis of descriptive statistics employed in this study. The independent variable, service delivery was compared to procurement ethics, contract management and competitive tendering. On a scale from 1 (strongly disagree) to 5 (strongly agree), respondents were asked to indicate how much they agreed or disagreed with the statement. The mean and standard deviation (SD) were further computed.

#### 4.5.1 Procurement ethics

In order to gauge the degree to which each statement pertains to the procurement ethics.

Table 4.8 displays the findings.

**Table 4.8: Procurement ethics**

| Procurement ethics   | 5            | 4            | 3            | 2          | 1          | Mean | SD   |
|--|--------------|--------------|--------------|------------|------------|------|------|
| The county uphold integrity in procurement processes   | 26.2<br>(24) | 17.9<br>(16) | 49.2<br>(47) | 5.6<br>(4) | 1<br>(1)   | 3.23 | 1.97 |
| My county adheres to the set procurement standards always  | 11.1<br>(9)  | 41.0<br>(29) | 57.0<br>(53) | 0<br>(0)   | 1<br>(1)   | 3.50 | 1.73 |
| My county has put in place an ethics and integrity policy that ensures officers are solely accountable in whatever they do | 25.1<br>(23) | 23.6<br>(22) | 47.7<br>(44) | 1<br>(1)   | 2.6<br>(2) | 3.51 | 1.95 |
| My county adheres to the ethics and integrity policy   | 11.1<br>(9)  | 41.0<br>(29) | 57.0<br>(53) | 0<br>(0)   | 1<br>(1)   | 3.59 | 1.83 |
| My county has put measures in place to ensure suppliers and procurement staff declares conflict of interest                | 12.3<br>(11) | 27.2<br>(24) | 57.9<br>(54) | 1.5<br>(2) | 1<br>(1)   | 3.48 | 1.77 |
| My county has a made a provision for one to account for actions in course of duty  | 7.2<br>(5)   | 20.5<br>(18) | 68.2<br>(65) | 3.1<br>(3) | 1<br>(1)   | 3.30 | 1.69 |
| My county conducts procurement activities in a transparent manner.   | 11.8<br>(10) | 27.2<br>(25) | 57.4<br>(54) | 2.6<br>(2) | 1<br>(1)   | 3.46 | 1.77 |

**Source: Research Data (2025)**

According to the study findings, 26.2% (24) of the respondents strongly agreed that the county uphold integrity in procurement processes 17.9% (16) agreed on the same assertion. Moreover, 49.2% (47) of the respondents fairly agreed, 5.6% (4) disagreed while 1% (1) strongly disagreed that the county uphold integrity. This was supported with a mean of 3.23 and a standard deviation of 1.97. Similarly

Mumangi (2024) applied accountability, transparency, professionalism and integrity as constructs on ethical procurement which gave a considerable mean of 2.1 did on service delivery of Kitui County Government, Kenya. It was therefore concluded that the procurement ethics needs to embrace transparency, accountability, integrity and professionalism which resolute with current findings.

Nevertheless, 11.1% (9) of the total respondents strongly agreed that the county adheres to procurement standards always, and 41% (29) agreed on the assertion. Also, 57% (53) of the respondents fairly agreed, none disagreed while 1% (1) strongly disagreed that they the county adheres to procurement standards always. This was supported with a mean of 3.50 and a standard deviation of 1.83. Elsewhere in Homa-Bay County Government Okeyo (2017) reported the importance of transparency procurement ethical element

Furthermore, 25.1% (23) of the respondents strongly agreed while 23.6% (22) agreed that the county has put in place an ethics and integrity policy that ensures officers are solely accountable in whatever they do. Moreover, 47.7% (44) fairly agreed, 1% (1) disagreed and 2.6% (2) strongly disagreed that the county has put in place an ethics and integrity policy that ensures officers are solely accountable in whatever they do. This was supported with a mean of 3.51 and a standard deviation of 1.95. This findings resolute with Nato, Miroga and Otinga (2021) who found professionalism and integrity are essential ethical procurement practices on procurement service delivery in the county government of Kakamega, Kenya.

Furthermore, 11.1% (9) of the total respondents strongly agreed that the county adheres to the set procurement standards always, and 41% (29) agreed on the

assertion. Also, 57% (53) of the respondents fairly agreed, none disagreed while 1% (1) strongly disagreed that they the county adheres to the set procurement standards always. This was supported with a mean of 3.59 and a standard deviation of 1.83. On comparative basis a study in West Pokot County by Munyony, Makokha and Namusonge (2018) found procurement ethical practices of a significant impact on service delivery

On the statement that the county has put measures in place to ensure suppliers and procurement staff declares conflict of interest, 12.3% (11) of the respondents strongly agreed and 27.2% (24) agreed, 57.9% (54) fairly agreed, 1.5% (2) disagreed while 1% (1) strongly disagreed. This was supported with a mean of 3.48 and a standard deviation of 1.77. A study on Kenyan devolved units Andika, *et al* (2021) indicated that conflict of interest an element of procurement ethics played a key role on service delivery.

However, 7.2% (5) of the respondents strongly agreed and a further 20.5% (18) agreed that county has a made a provision for one to account for actions in course of duty. Also, 68.2% (65) of the respondents agreed fairly, 3.1% (3) disagreed while 1% (1) disagreed strongly that the county had a made a provision for one to account for actions in course of duty. This was supported with a mean of 3.30 and a standard deviation of 1.69. Similarly on investigating Kenyan state corporations Mutali Makokha (2020) found that suppliers and procurement staffs should declare their interests in procurement activities. Findings of the study revealed that, 11.8% (10) of the respondents strongly agreed and 27.2% (25) agreed that the county conducts procurement activities in a transparent manner. Also, 57.4% (54) of the respondents

fairly agreed, 2.6% (2) disagreed while 1% (1) strongly disagreed that the county conducts procurement activities in a transparent manner. This was supported with a mean of 3.46 and a standard deviation of 1.77. A study by Aduka, (2023) found that transparency ethical practice had a significant effect on service delivery of Kenyan County governments.

#### 4.5.2 Contract Management

In order to gauge the degree to which each statement pertains to contract management.

Table 4.9 displays the findings.

**Table 4.9: Contract Management**

| <b>Contract management</b>   | <b>5</b>     | <b>4</b>     | <b>3</b>     | <b>2</b>   | <b>1</b> | <b>Mean</b> | <b>SD</b> |
|--|--------------|--------------|--------------|------------|----------|-------------|-----------|
| My county has a contract initiation management unit that ensures proper project administration | 19<br>(16)   | 23.1<br>(21) | 55.9<br>(53) | 1<br>(1)   | 1<br>(1) | 3.61        | 1.88      |
| My county has a contract implementation team that ensures quality                              | 10.8<br>(9)  | 29.7<br>(27) | 56.9<br>(53) | 1.5<br>(2) | 1<br>(1) | 3.48        | 1.75      |
| My county has a contract execution program that enables service delivery                       | 19<br>(16)   | 23.1<br>(21) | 55.9<br>(53) | 1<br>(1)   | 1<br>(1) | 3.58        | 1.84      |
| My county ensures all parties to the project adhere to the contract terms                      | 13.8<br>(12) | 26.7<br>(24) | 56.9<br>(53) | 1.5<br>(2) | 1<br>(1) | 3.51        | 1.79      |
| My county has a monitoring mechanism in contract management that enables service delivery      | 19.5<br>(18) | 24.6<br>(23) | 54.4<br>(51) | 1<br>(1)   | 0<br>(0) | 3.62        | 1.83      |
| My county has effective contract monitoring team   | 12.8<br>(11) | 21.5<br>(19) | 63.6<br>(60) | 1.5<br>(2) | 0<br>(0) | 3.45        | 1.75      |
| My county has put a monitoring and evaluation policy in place to asses service delivery        | 14.4<br>(13) | 22.6<br>(21) | 60<br>(56)   | 2.6<br>(2) | 0<br>(0) | 3.48        | 1.79      |
| Monitoring and evaluation takes place at my county   | 15.4<br>(14) | 28.7<br>(26) | 52.8<br>(49) | 2.1<br>(2) | 1<br>(1) | 3.55        | 1.81      |

**Source: Research Data (2025)**

According to the study findings, 19% (16) of the respondents strongly agreed that the county has a project initiation management unit that ensures proper project

administration, a further 23.1% (21)) agreed on the same assertion. Moreover, 55.9% (53) of the respondents fairly agreed, 1% (2) disagreed while 1% (2) strongly disagreed that county has a project initiation management unit that ensures proper project administration. This was supported with a mean of 3.61 and a standard deviation of 1.88. This findings resolute with a study in Machakos County Government where Mutuku, *et al* (2021) reported that projects are first initiated and a management team is assigned based on public procurement guidelines.

Nevertheless, 10.8% (9) of the total respondents strongly agreed that county has a project implementation team that ensures quality, and 29.7% (27) agreed on the assertion. Also, 56.9% (53) of the respondents fairly agreed, 1.5% (2) disagreed while 1% (1) strongly disagreed that county has a project implementation team that ensures quality. This was supported with a mean of 3.48 and a standard deviation of 1.75. On outlining guidelines of contract management in the County Governments of Nairobi Chesang et al (2024) indicated need for quality standards on projects allocated.

Furthermore, 19% (16) of the respondents strongly agreed while 23.1% (21) agreed that county has a contract execution program that enables service delivery. Moreover, 55.9% (53) fairly agreed, 1% (1) disagreed and 1% (1) strongly disagreed that county has a contract execution program that enables service delivery. This was supported with a mean of 3.58 and a standard deviation of 1.84. A Nakuru county study by Kimiti (2018) explained stages of contract management practices as initiation, execution and monitoring that aligns to results under this study.

From the study findings, 13.8% (12) of the respondents strongly agreed while 26.7 (24) agreed that county ensures all parties to the project adhere to the contract terms. Also, 56.9% (53) of the respondents fairly agreed that county ensures all parties to the project adhere to the contract terms, while 1.5% (2) disagreed and 1% (1) strongly disagreed on the same assertion. This was supported with a mean of 3.51 and a standard deviation of 1.79. Project planning and compliance to contract terms on service delivery of construction projects in Kenya is key (Mwanza, et al, 2020).

On the statement that county has a monitoring mechanism in contract management that enables service delivery, 19.5% (18) of the respondents strongly agreed and 24.6% (23) agreed, 54.4% (51) fairly agreed, 1% (1) disagreed while none strongly disagreed. This was supported with a mean of 3.62 and a standard deviation of 1.83. Kubochi and Moronge (2017) found that service delivery was attained through contracting projects among County Governments in Kenya.

However, 12.8 (11) of the respondents strongly agreed and a further 21.5% (19) agreed that county has effective project monitoring team. Also, 63.6% (60) of the respondents agreed fairly, 1.5% (2) disagreed while none disagreed strongly that county has effective project monitoring team. This was supported with a mean of 3.45 and a standard deviation of 1.75. Project monitoring team was found valuable by Mathenge (2020) who examined contract management practices and service delivery of the public projects in Mombasa County, Kenya.

Findings of the study revealed that, 14.4% (13) of the respondents strongly agreed and 22.6% (21) agreed that county has put a monitoring and evaluation policy

in place to assess service delivery. Also, 60% (56) of the respondents fairly agreed, 2.6% (2) disagreed while none disagreed that county has put a monitoring and evaluation policy in place to assess service delivery. This was supported with a mean of 3.48 and a standard deviation of 1.79. Njaombe (2022) conducted a case study in Embu County on the effect of contract management practices which recommended utilization of monitoring and evaluation policy that this study examined under this descriptive narration.

Lastly, from the findings, on the statement that monitoring and evaluation takes place at my county 15.4% (14) of the respondents strongly agreed, 28.7% (26) agreed, 52.8% (49) fairly agreed, 2.1% (2) while 1% (1) strongly disagreed. This was supported with a mean of 3.55 and a standard deviation of 1.81. Ndunda and Thomas (2024) studied on the contract management tools and service delivery of non-governmental organization funded projects in Kitui county, Kenya of which monitoring and evaluation was found resourceful.

#### **4.5.3 Competitive Tendering**

In order to gauge the degree to which each statement pertains to competitive tendering, respondents responded as at Table 4.10 results.

**Table 4.10: Competitive tendering**

| <b>Competitive tendering</b>   | <b>5</b>     | <b>4</b>     | <b>3</b>     | <b>2</b>   | <b>1</b>   | <b>Mean</b> | <b>SD</b> |
|--|--------------|--------------|--------------|------------|------------|-------------|-----------|
| My county conducted preliminary assessment of procurement activities   | 29.2<br>(27) | 10.3<br>(7)  | 51.8<br>(50) | 6.7<br>(6) | 2.1<br>(2) | 3.58        | 1.04      |
| My county has put up measures to avoid non-compliance  | 16.4<br>(15) | 26.7<br>(24) | 47.7<br>(45) | 8.2<br>(7) | 1<br>(1)   | 3.49        | 1.90      |
| My county has a technical approach to contractors / suppliers  | 13.3<br>(12) | 23.1<br>(21) | 56.9<br>(53) | 5.1<br>(4) | 1.5<br>(2) | 3.42        | 1.84      |
| My county has put up measures to avoid delayed payments  | 15.4<br>(14) | 26.2<br>(24) | 52.3<br>(49) | 5.1<br>(4) | 1<br>(1)   | 3.50        | 1.85      |
| My county prepares an annual consolidated procurement financial plan before initiating procurement processes | 13.3<br>(12) | 24.1<br>(22) | 52.3<br>(50) | 7.7<br>(6) | 2.6<br>(2) | 3.38        | 1.90      |
| The county has set a budget for procurement department   | 10.3<br>(9)  | 25.1<br>(23) | 57.4<br>(55) | 4.6<br>(3) | 2.6<br>(2) | 3.36        | 1.83      |

**Source: Research Data (2025)**

According to the study findings, 29.2% (27) of the respondents strongly agreed that county conducted preliminary assessment of procurement activities and a further 10.3% (7) agreed on the same assertion. Furthermore 51.8% (50) of the respondents fairly agreed as 6.7% (6) disagreed while 2.1% (2) strongly disagreed that county governments conducted preliminary assessment of procurement activities. This was supported with a mean of 3.58 and a standard deviation of 1.04. Idun and Cobblah (2023) examined the effect of competitive tendering method on project service delivery and equally provided that assessment of tenders was a preliminary key exercise.

Nevertheless, 16.4% (15) of the total respondents strongly agreed that county has put up measures to avoid non-compliance, and 26.7% (24) agreed on the assertion. Also, 47.7% (45) of the respondents fairly agreed, 8.2% (7) disagreed while 1% (1) strongly disagreed that county has put up measures to avoid non-compliance. This was supported with a mean of 3.49 and a standard deviation of 1.90. This concurred with a study done by Sama (2022) who alluded that transparency in competitive tendering was advocated for service delivery.

Furthermore, 13.3% (12) of the respondents strongly agreed while 23.1% (21) agreed that county has a technical approach to contractors / suppliers. Moreover, 56.9% (53) fairly agreed, 5.1% (4) disagreed and 1.5% (2) strongly disagreed that they county has a technical approach to contractors / suppliers. This was supported with a mean of 3.42 and a standard deviation of 1.84. Similarly Ndoli and Mulyungi (2017) confirmed that product quality assurance is significantly correlated to the tendering process service delivery

From the study findings, 15.4% (14) of the respondents strongly agreed while 26.2 (24) agreed that county has put up measures to avoid delayed payments. Also, 52.3% (49) of the respondents fairly agreed that county has put up measures to avoid delayed payments, while 5.1% (4) disagreed and 1% (1) strongly disagreed on the same assertion. This was supported with a mean of 3.50 and a standard deviation of 1.85. A study in Soroti Municipal Council in Entebbe Uganda by Otim (2018) noted that a sound competitive tendering led to improved service delivery in local government entities.

On the statement that county prepares an annual consolidated procurement financial plan before initiating procurement processes, 13.3% (12) of the respondents strongly agreed and 24.1% (22) agreed, 52.3% (50) fairly agreed, 7.7% (6) disagreed while 2.6% (2) strongly disagreed. This was supported with a mean of 3.38 and a standard deviation of 1.90. Competitive bidding gives prospective bidders from eligible applicants giving equal opportunity to bid on goods and works that are being procured (Nassor & Athumani, 2020).

However, 10.3% (9) of the respondents strongly agreed and a further 25.1% (23) agreed that county has set a budget for procurement department. Also, 57.4% (55) of the respondents agreed fairly, 4.6% (3) disagreed while 2.6% (2) disagreed strongly that county has set a budget for procurement department. This was supported with a mean of 3.36 and a standard deviation of 1.83. Regarding to budget setting Kahare and Chege (2021) finds tendering confidentiality essential for service delivery.

#### **4.5.4 Service delivery of County Governments**

In order to gauge the degree to which each statement pertains to Service delivery of County Governments, we asked respondents to check each one. Table 4.11 displays the findings.

**Table 4. 11: Service delivery of County Governments**

| Service delivery of County | 5 | 4 | 3 | 2 | 1 | Mean | SD |
|----------------------------|---|---|---|---|---|------|----|
|----------------------------|---|---|---|---|---|------|----|

| <b>Governments</b>  |              |              |              |            |            |      |      |
|---|--------------|--------------|--------------|------------|------------|------|------|
| My county has put a cost benefit analysis for efficiency purpose                | 18.5<br>(16) | 22.6<br>(21) | 53.8<br>(51) | 4.1<br>(3) | 1<br>(1)   | 3.53 | 1.88 |
| The procurement costs at my county are explainable                              | 13.3<br>(11) | 22.6<br>(21) | 58.5<br>(55) | 3.1<br>(3) | 2.6<br>(2) | 3.41 | 1.85 |
| My county has a time based service delivery charter in place                    | 23.1<br>(21) | 18.5<br>(17) | 50.8<br>(49) | 5.1<br>(4) | 2.6<br>(2) | 3.54 | 1.99 |
| The procurement day to day operations in our county are time bound              | 11.8<br>(11) | 28.2<br>(23) | 53.3<br>(52) | 4.1<br>(4) | 2.6<br>(2) | 3.43 | 1.85 |
| The output is always checked in relation to input                               | 15.4<br>(14) | 21.5<br>(19) | 57.4<br>(55) | 4.6<br>(3) | 1<br>(1)   | 3.46 | 1.84 |
| The county considers customer views and ascertains customer satisfaction always | 14.4<br>(13) | 25.1<br>(23) | 50.8<br>(48) | 6.2<br>(5) | 3.6<br>(3) | 3.41 | 1.93 |

**Source: Research Data (2025)**

According to the study findings, 18.5% (16) of the respondents strongly agreed that county has put a cost benefit analysis for efficiency purpose a further 22% (21) agreed on the same assertion. Moreover, 53.8% (51) of the respondents fairly agreed, 4.1% (3) disagreed while 1% (1) strongly disagreed that county has put a cost benefit analysis for efficiency purpose. This was supported with a mean of 3.53 and a standard deviation of 1.88. Cost benefit analysis detects efficiency of procurement activities yielding services (Mwambi & Ngugi, 2019).

Nevertheless, 13.3% (11) of the total respondents strongly agreed that procurement costs at the county are explainable, and 22.6% (21) agreed on the assertion. Also, 58.5% (55) of the respondents fairly agreed, 3.1% (3) disagreed while 2.6% (2) strongly disagreed that procurement costs at the county were explainable. This was

supported with a mean of 3.41 and a standard deviation of 1.85. In assessing procurement best practices on procurement service delivery of County Governments in Kenya procurement cost emerged as critical (Nakhwanga & Malenya, 2020).

Furthermore, 23.1% (21) of the respondents strongly agreed while 18.5% (17) agreed that county had a time based service delivery charter in place. Moreover, 50.8% (49) fairly agreed, 5.1% (4) disagreed and 2.6% (2) strongly disagreed that county had a time based service delivery charter in place. This was supported with a mean of 3.54 and a standard deviation of 1.99. In Homabay County Otieno, et al (2021) aligns service delivery to service charter which further agrees with this findings.

From the study findings, 11.8% (11) of the respondents strongly agreed while 28.2 (24) agreed that procurement day to day operations in the county were time bound. Also, 53.3% (53) of the respondents fairly agreed that procurement day to day operations in the county were time bound, while 4.1% (4) disagreed and 2.6% (2) strongly disagreed on the same assertion. This was supported with a mean of 3.43 and a standard deviation of 1.85. In Garrisa County Chemtai and Nyakwara (2020) explained the need procurement day to day operations as far as service delivery is concerned.

On the statement that output is always checked in relation to input, 15.4% (14) of the respondents strongly agreed and 21.5% (19) agreed, 57.4% (55) fairly agreed, 4.6% (3) disagreed while 1% (1) strongly disagreed. This was supported with a mean of 3.46 and a standard deviation of 1.84. An assessment of the influence of selected procurement practices on the service delivery of devolved

government units in Kenya, specifically a case of Machakos county government noted that input and outputs determined service delivery.

However, 14.4% (13) of the respondents strongly agreed and a further 25.1% (23) agreed that county considers customer views and ascertains customer satisfaction always. Also, 50.8% (48) of the respondents agreed fairly, 6.2% (5) disagreed while 3.6% (3) disagreed strongly that county considers customer views and ascertains customer satisfaction always. This was supported with a mean of 3.41 and a standard deviation of 1.93. Nyabuto and Nyakwara (2024) did a study on the influence of procurement process on service delivery of Kisii County in Kenya where county considered customer views and ascertains customer satisfaction.

**Table 4.12: Pearson Correlation Matrix**

|                       |                     | <b>Procurement ethics</b> | <b>Contract management</b> | <b>Competitive tendering</b> | <b>Service delivery</b> |
|-----------------------|---------------------|---------------------------|----------------------------|------------------------------|-------------------------|
| Procurement ethics    | Pearson Correlation | 1                         |                            |                              |                         |
|                       | Sig. (2-tailed)     |                           |                            |                              |                         |
|                       | N                   | 92                        |                            |                              |                         |
| Contract management   | Pearson Correlation | .281**                    | 1                          |                              |                         |
|                       | Sig. (2-tailed)     | .007                      |                            |                              |                         |
|                       | N                   | 92                        | 92                         |                              |                         |
| Competitive tendering | Pearson Correlation | .459**                    | .524**                     | 1                            |                         |
|                       | Sig. (2-tailed)     | .000                      | .000                       |                              |                         |
|                       | N                   | 92                        | 92                         | 92                           |                         |
| Service delivery      | Pearson Correlation | .681**                    | .683**                     | .635**                       | 1                       |
|                       | Sig. (2-tailed)     | .000                      | .000                       | .000                         |                         |
|                       | N                   | 92                        | 92                         | 92                           | 92                      |

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

**Source: Research Data (2025)**

Table 4.12 displays the findings for the correlation coefficient (r). This is significant at the 95% confidence level, as shown by the positive connection between procurement

ethics and service delivery in of County governments in the Western Kenya Region ( $r = 0.681$ ,  $p 0.000$ ) in the correlation table 4.12. The study is in tandem with Mumangi (2024) who conducted a study on the influence of ethical procurement practices on service delivery of Kitui County Government, Kenya and found that procurement ethics executed through transparency practice, accountability practice, professionalism practice and competition had a significant effect on service delivery of Kitui county governments in Kenya.

The correlation between contract management and service delivery at County governments in the Western Kenya Region is 0.683, with a p-value less than  $0.000 < 0.05$ , which is considered significant at the 95% confidence level. It agrees with Mathenge (2020) who conducted a study on contract management practices and service delivery of the public projects in Mombasa County, Kenya. The study disagrees with a study by Ndunda and Thomas (2024) who found contract management insignificant on service delivery of non-governmental organization funded projects in Kitui county.

Additionally, the correlation value of 0.635; significance of  $0.000 < 0.05$  suggests a strong positive significant association between the competitive tendering and the delivery of services in county governments in Western Kenya Region. This is in line with a Tanzanian study by Sama (2022) who found that transparency in competitive tendering in Singida was significant on service delivery.

#### **4.6 Assumption of Linear Regression**

In accordance with the requirements of the conventional linear regression model, diagnostic tests were required prior to regression analysis. This helped to further

clarify if the research model was appropriate, the study conducted diagnostic tests. Because the assumptions of the regression analysis were satisfied, unbiased estimates were obtained, and the findings were quite accurate. The assumptions conducted are normality/linearity, and Homogeneity.

#### 4.6.1 Multi-collinearity Test

Multicollinearity, also known as collinearity, is a feature of multiple regression models that shows whether there is a strong relationship between two or more variables, such that one of them can be predicted more correctly using linear regression than the others. To check for collinearity, the variance inflation factor (VIF) was used. Tolerance values of 1 and VIFs greater than 10 indicate that the variable deserves more examination (Shresta, 2020). That multi-collinearity was not present since on tolerance values procurement ethics had  $0.787 < 1$ , contract management  $0.724 < 1$  and competitive tendering  $0.620 < 1$ . Factoring VIF results; procurement ethics had  $1.271 < 10$ , contract management  $1.382 < 10$  and competitive tendering  $1.614 < 10$ . The independent variables did not exhibit any indications of multi-collinearity, since the VIF values were below 10 and tolerance below 1.

**Table 4.13: Collinearity Statistics**

| Model               | Collinearity Statistics |       |
|---------------------|-------------------------|-------|
|                     | Tolerance               | VIF   |
| Procurement ethics  | .787                    | 1.271 |
| Contract management | .724                    | 1.382 |

|   |      |       |
|---|------|-------|
| Competitive tendering                   | .620 | 1.614 |
| a. Dependent Variable: Service delivery |      |       |

**Source: Research Data (2025)**

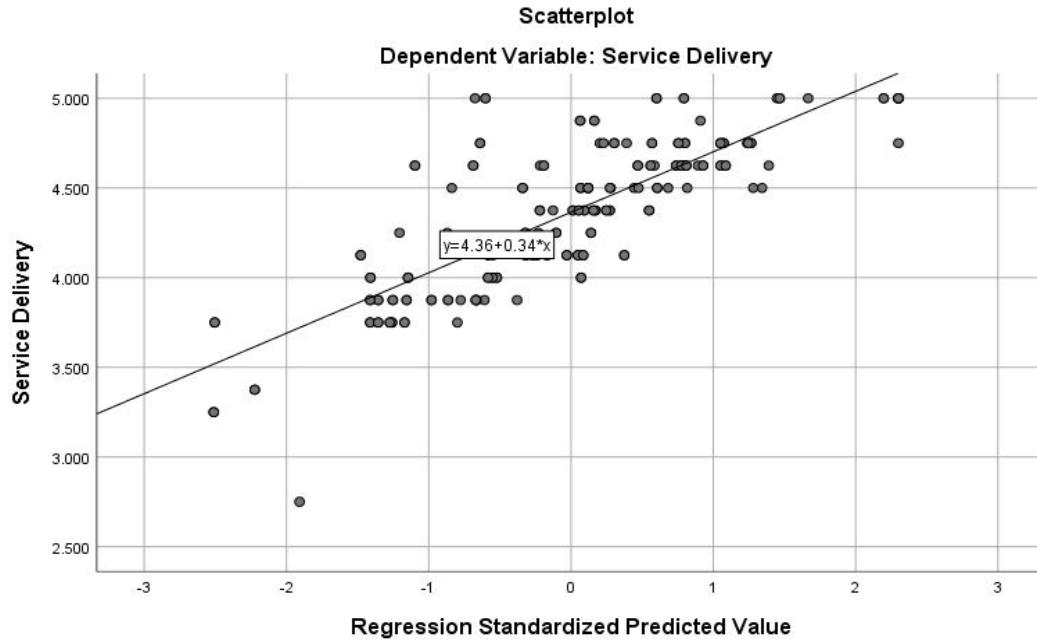
#### **4.6.2 Normality Test**

The research assessed the true extent of deviation from normalcy using graphical plots given Kolmogorov Smirnov as well as Shapiro Wilk statistical tests failed. The visually assessment of normalcy was applied (normal P-P plots: Appendix VI-VIII (Hair *et al*, 2016)).

Given the study exhibited big sample of 96 and response of 92 hence above (<30 or 40). Visual evaluation of normalcy as suggested was hence adopted. Looking at Figures on appendices (VI-VIII) the P-P and Q-Q graphs compared to the line of best fit approximation, the normalcy deviation was minor. Because of this, regression analysis was feasible as the data was close to normally distributed.

#### **4.6.3 Linearity**

To find out if public procurement compliance on service delivery were linearly related, the research employed the scatter plots. The combined constructs procurement ethics, contract management and competitive tendering towards service delivery displayed concentration towards line of best fit. This is displayed in Figure 4.1.



**Figure 4.1: Scatter Plot**

Source: Research Data (2025)

#### 4.6.4 Heteroscedasticity/ Homoscedasticity

The study employed the Levene statistic to test the null hypothesis that the variance of the explained variable remained constant across all levels of explanatory factors. The experimental results were shown in Table 4.15.

**Table 4.14: Test for Homogeneity**

|                       | Test of Homogeneity of Variances |     |     |      |
|-----------------------|----------------------------------|-----|-----|------|
|                       | Levene Statistic                 | df1 | df2 | Sig. |
| Procurement ethics    | 2.109                            | 1   | 92  | .314 |
| Contract management   | 2.111                            | 1   | 92  | .219 |
| Competitive tendering | 1.899                            | 1   | 92  | .501 |
| Service delivery      | 1.848                            | 1   | 92  | .139 |

Source: Research Data (2025)

When the p-value for the Levene test exceeds 0.05, it indicates that the variances are not statistically distinct from each other. Therefore, the assumption of homogeneity of the

variance is satisfied. When the p-value for the Levene's test is less than 0.05, it suggests a statistically significant disparity in the variances. Indeed, the p-value above 0.05, therefore confirming that the assumption of homogeneity of the variance is met.

#### **4.7 Simple Linear Regression for each variable**

The purpose of this study was to determine the impact of each variable on service delivery in Western Kenya Region's County governments by using simple linear regression.

##### **47.1 Procurement ethics and Service delivery**

Finding out how County governments in the Western Kenya Region respond to Procurement ethics opportunities was the primary goal of the research. In order to accomplish its goal and test its first null hypothesis, which states that **H<sub>01</sub>**: Procurement ethics has no statistical significant effect on service delivery of county governments in Western Kenya, the study used simple linear regression analysis to examine the case.

**Table 4.15: Regression for Procurement ethics and Service delivery**

**Procurement ethics**

| <b>Model Summary</b>                          |                    |                             |                   |                            |         |                   |
|---|--------------------|-----------------------------|-------------------|----------------------------|---------|-------------------|
| Model   | R                  | R Square                    | Adjusted R Square | Std. Error of the Estimate |         |                   |
| 1   | .681 <sup>a</sup>  | .464                        | .461              | .486                       |         |                   |
| a. Predictors: (Constant), Procurement ethics |                    |                             |                   |                            |         |                   |
| <b>ANOVA<sup>a</sup></b>                      |                    |                             |                   |                            |         |                   |
| Model   |                    | Sum of Squares              | df                | Mean Square                | F       | Sig.              |
|   | Regression         | 60.869                      | 1                 | 60.869                     | 138.650 | .000 <sup>b</sup> |
| 1   | Residual           | 70.242                      | 90                | .439                       |         |                   |
|   | Total              | 131.111                     | 91                |                            |         |                   |
| a. Dependent Variable: Service delivery       |                    |                             |                   |                            |         |                   |
| b. Predictors: (Constant), Procurement ethics |                    |                             |                   |                            |         |                   |
| <b>Coefficients<sup>a</sup></b>               |                    |                             |                   |                            |         |                   |
| Model   |                    | Unstandardized Coefficients |                   | Standardized Coefficient   | t       | Sig.              |
|   |                    | B                           | Std. Error        | Beta                       |         |                   |
|   | (Constant)         | .188                        | .288              |                            | .651    | .516              |
| 1   | Procurement ethics | .932                        | .079              | .681                       | 11.775  | .000              |
| a. Dependent Variable: Service delivery       |                    |                             |                   |                            |         |                   |

**Source: Research Data (2025)**

Table 4.15 shows an R of 0.681 a relatively strong relationship between Procurement ethics and service delivery. A unit change in Procurement ethics leads to 46.4% ( $R^2$ ) in service delivery. Because this research only looked at procurement ethics and service delivery, it couldn't account for the remaining 48.6% of the difference in service delivery; other variables were also included. The study found ( $P < 0.000 < 0.05$ );  $F(1,90) = 19.554$  which implies that contract management is a good predictor of service delivery. A significance threshold of 0.05 was used for the

tests. This implies that procurement ethics had a significant and positive effect on service delivery in the County governments Western region.

County government in the Western Kenya Region had a 0.481 unit improvement in service delivery for every unit increase in procurement ethics according to the regression coefficient  $B = 0.481$ . Consequently, the findings demonstrated that County government in the Western Kenya Region were able to improve the quality of the services they provided to the public as a consequence of procurement ethics, thereby rejecting the initial null hypothesis. A basic linear regression model equation was built using the regression coefficient findings as

$$Y = 1.88 + 0.932X_1$$

Where Y is Service delivery

$X_1$  is Procurement ethics

Procurement ethics clearly improves service performance in Western Kenya Region's County governments, according to the data. This findings agrees with Okeyo (2017) who assessed the relationship between ethical procurement practices and service delivery of Homa-Bay County Government, Kenya, ethical procurement was found to be significant on performance. In State Corporations by Kahare and Chege (2021) tendering transparency had a significant effect on procurement service delivery.

#### **4.7.2 Contract management and Service delivery**

The study's aim was to determine how Contract management affect service delivery of county governments in Western Kenya. In order to accomplish this goal

and test the second null hypothesis,  $H_{02}$ : Contract management has no statistical significant effect on service delivery of county governments in Western Kenya, the research used basic linear regression analysis.

**Table 4.16: Regression for Contract management and Service delivery**

| Model Summary                                  |                     |                             |                   |                            |        |                   |
|--|---------------------|-----------------------------|-------------------|----------------------------|--------|-------------------|
| Model  | R                   | R Square                    | Adjusted R Square | Std. Error of the Estimate |        |                   |
| 1  | .683 <sup>a</sup>   | .466                        | .461              | .484                       |        |                   |
| a. Predictors: (Constant), Contract management |                     |                             |                   |                            |        |                   |
| ANOVA <sup>a</sup>                             |                     |                             |                   |                            |        |                   |
| Model  |                     | Sum of Squares              | df                | Mean Square                | F      | Sig.              |
| 1  | Regression          | 21.507                      | 1                 | 21.507                     | 78.681 | .000 <sup>b</sup> |
|  | Residual            | 24.601                      | 90                | .273                       |        |                   |
|  | Total               | 46.107                      | 91                |                            |        |                   |
| a. Dependent Variable: Service delivery        |                     |                             |                   |                            |        |                   |
| b. Predictors: (Constant), Contract management |                     |                             |                   |                            |        |                   |
| Coefficients <sup>a</sup>                      |                     |                             |                   |                            |        |                   |
| Model  |                     | Unstandardized Coefficients |                   | Standardized Coefficients  | t      | Sig.              |
|  |                     | B                           | Std. Error        | Beta                       |        |                   |
|  | (Constant)          | .713                        | .332              |                            | 2.152  | .034              |
| 1  | Contract management | .815                        | .092              | .683                       | 8.870  | .000              |

a. Dependent Variable: Service delivery

**Source: Research Data (2025)**

Table 4.16 shows that the degree of association value of R squared was 0.466, or 46.6%, was attributable to contract management. The research only looked at the relationship between contract management and service delivery, thus this is the proportion of variance that they explained. The remaining 48.4% was due to other variables that weren't considered. Results from the analysis of variance table demonstrated that the model was viable with an F-value of 78.681 and a

$P < 0.000 < 0.05$ . A significance threshold of 0.05 was used for the tests. According to the findings, contract management significantly accounted for the observed variance in service delivery. Contract management units increased service delivery by 0.815 units for every 1 unit increase in contract management, according to the regression coefficient  $B = 0.815$ . County governments in the Western Kenya Region were shown to have service delivery positively and significantly impacted by contract management, leading to the rejection of the initial null hypothesis. A basic linear regression model equation was built using the regression coefficient findings as

$Y = 0.713 + 0.815X_2$ , Where Y is Service delivery,  $X_2$  is contract management

Contract management clearly has a beneficial effect on service delivery in Western Kenya Region's County governments. This indicates that there was a 0.815 improvement in service delivery for every 1 unit rise in contract management. This agrees with a Nakuru County government study by Kimiti (2018) who studied on the influence of contract management practices on implementation of county governments projects in Kenya, a case of Nakuru county. It further corroborates with Omwenga (2022) who examined the influence of contract management practices on implementation of County governments projects in Kenya, a case of Nakuru County and reported that contract management practices had a significant effect on implementation of County governments projects.

### 4.7.3 Competitive tendering and Service delivery

Thirdly the study assessed how County governments in the Western Kenya Region fared in terms of service delivery as a result of competitive tendering. In order to accomplish this goal and test the third null hypothesis, the research used basic linear regression analysis: **H<sub>03</sub>**: Competitive tendering has no statistical significant effect on service delivery of county governments in Western Kenya.

**Table 4.17: Regression for Competitive tendering and selection and Service delivery**

| Model Summary                                    |                       |                             |                   |                            |        |                   |
|--|-----------------------|-----------------------------|-------------------|----------------------------|--------|-------------------|
| Model  | R                     | R Square                    | Adjusted R Square | Std. Error of the Estimate |        |                   |
| 1  | .635 <sup>a</sup>     | .403                        | .396              | .547                       |        |                   |
| a. Predictors: (Constant), Competitive tendering |                       |                             |                   |                            |        |                   |
| ANOVA <sup>a</sup>                               |                       |                             |                   |                            |        |                   |
| Model  |                       | Sum of Squares              | df                | Mean Square                | F      | Sig.              |
| 1  | Regression            | 18.564                      | 1                 | 18.564                     | 60.658 | .000 <sup>b</sup> |
|  | Residual              | 27.544                      | 90                | .306                       |        |                   |
|  | Total                 | 46.107                      | 91                |                            |        |                   |
| a. Dependent Variable: Service delivery          |                       |                             |                   |                            |        |                   |
| b. Predictors: (Constant), Competitive tendering |                       |                             |                   |                            |        |                   |
| Coefficients <sup>a</sup>                        |                       |                             |                   |                            |        |                   |
| Model  |                       | Unstandardized Coefficients |                   | Standardized Coefficients  | t      | Sig.              |
|  |                       | B                           | Std. Error        | Beta                       |        |                   |
| 1  | (Constant)            | .392                        | .518              |                            | .757   | .451              |
|  | Competitive tendering | 1.105                       | .142              | .635                       | 7.788  | .000              |
| a. Dependent Variable: Service delivery          |                       |                             |                   |                            |        |                   |

**Source: Research Data (2025)**

An R-squared value of 0.403, or 40.3%, was found in the competitive tendering, according to table 4.17. This was the proportional change in service delivery

attributable to competitive tendering; the remaining 54.7% was attributable to other, unexplained reasons, given the study's emphasis was on these two areas.  $F(1,91) = 60.658$  and  $P 0.000 < 0.05$  were the findings of the analysis of variance. A significance threshold of 0.05 was used for the tests. The results imply that competitive tendering has a positive significant effect on service delivery for county governments in Western region, Kenya, thereby rejecting the study's fourth null hypothesis.

The study's secondary objective was to calculate the service delivery regression coefficient in relation to competitive tendering of employees. Regression coefficient  $B = 1.105$  at the Western Kenya Region's county governments meant that for every one unit increase in competitive tendering, there was a 1.105 unit increase in service delivery. A basic linear regression model equation was built using the regression coefficient findings as

$$Y = 0.392 + 1.105X_3$$

Where Y is Service delivery,  $X_3$  is Competitive tendering

Therefore County governments in the Western Kenya Region are better able to provide their services as a consequence of careful competitive tendering. The study agrees with Ndoli and Mulyungi (2017) who found tendering process had significant effect on the service delivery of public Institutions. Further agrees with Nassor and Athumani (2020) who carried out a study the influence of international competitive tendering on procurement service delivery in public organization in Zanzibar.

#### **4.8 Multiple Regressions of Service delivery**

The main objective of this research was to find out how County governments in the Western Kenya Region deal with public procurement compliance and how it affects the

service delivery. Performing conventional multiple regressions was the key to achieve the objective. After entering all of these components as a block into the model, the research aimed to determine how public procurement compliance affected service delivery. Because of this, this led to test of the null research hypotheses and determine the study's R-squared value and model coefficients. Table 4.18 displays the findings.

**Table 4.18: Model Summary Regression for public procurement compliance and Service delivery**

| <b>Model Summary</b>  |                       |                             |                   |                            |        |                   |
|---|-----------------------|-----------------------------|-------------------|----------------------------|--------|-------------------|
| Model   | R                     | R Square                    | Adjusted R Square | Std. Error of the Estimate |        |                   |
| 1   | .767 <sup>a</sup>     | .588                        | .574              | .362                       |        |                   |
| a. Predictors: (Constant), Competitive tendering, Procurement ethics, Contract management |                       |                             |                   |                            |        |                   |
| <b>ANOVA<sup>a</sup></b>  |                       |                             |                   |                            |        |                   |
| Model   |                       | Sum of Squares              | df                | Mean Square                | F      | Sig.              |
| 1   | Regression            | 27.104                      | 3                 | 9.035                      | 41.838 | .000 <sup>b</sup> |
|   | Residual              | 19.003                      | 88                | .216                       |        |                   |
|   | Total                 | 46.107                      | 91                |                            |        |                   |
| a. Dependent Variable: Service delivery   |                       |                             |                   |                            |        |                   |
| b. Predictors: (Constant), Competitive tendering, Procurement ethics, Contract management |                       |                             |                   |                            |        |                   |
| <b>Coefficients<sup>a</sup></b>   |                       |                             |                   |                            |        |                   |
| Model   |                       | Unstandardized Coefficients |                   | Standardized Coefficient   | t      | Sig.              |
|   |                       | B                           | Std. Error        | Beta                       |        |                   |
| 1   | (Constant)            | 1.009                       | .450              |                            | 2.241  | .028              |
|   | Procurement ethics    | .815                        | .092              | .683                       | 8.870  | .000              |
|   | Contract management   | .567                        | .096              | .475                       | 5.908  | .000              |
|   | Competitive tendering | .558                        | .151              | .320                       | 3.684  | .000              |

a. Dependent Variable: Service delivery

**Source: Research Data (2025)**

According to the results of the model's summary, there is a positive and linear link between service delivery and the three predictor variables: Procurement ethics, Contract management and Competitive tendering. Among County governments in the Western Kenya Region, the three predictor variables accounted for 58.8% of the variation in service delivery ( $R^2 = 0.588$ ), while other factors accounted for the remaining 36.2%. The F test, based on the ANOVA findings, produced a significant value of  $F = 41.838$ ,  $P = 0.000 < 0.05$ . This value was big enough to indicate that the model adequately explained the variance in the dependent variable. What this also implies is that County governments in the Western Kenya Region may benefit from utilizing public procurement compliance as a predictor of service performance. The first regression model then becomes;

$$Y = 1.009 + 0.815X_1 + 0.567X_2 + 0.558X_3$$

Procurement ethics, contract management and competitive tendering all had substantial predictive power, according to the coefficients table ( $P < 0.05$ ). The study by Njaombe (2022) in Embu County on the effect of procurement compliance found procurement ethics, competitive tendering and contract management practices of significant impact on service delivery. It further agrees with Nato, Miroga and Otinga (2021) who studied the influence of ethical procurement issues on procurement service delivery in the county government of Kakamega, Kenya.

**Table 4.19: Null Hypothesis**

| <b>Hypothesis</b>  | <b>P&lt;0.05</b>    | <b>Verdict</b> |
|--|---------------------|----------------|
| <b>Ho<sub>1</sub>:</b> Procurement ethics has no statistical significant effect on service delivery of county governments in Western Kenya.    | <b>.000&lt;0.05</b> | Rejected       |
| <b>Ho<sub>2</sub>:</b> Contract management has no statistical significant effect on service delivery of county governments in Western Kenya.   | <b>.000&lt;0.05</b> | Rejected       |
| <b>Ho<sub>3</sub>:</b> Competitive tendering has no statistical significant effect on service delivery of county governments in Western Kenya. | <b>.000&lt;0.05</b> | Rejected       |

**Source: Research Data (2025)**

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

County governments in the Western Kenya Region were able to deliver services as a result of public procurement compliance deployed, as summarized under findings. The section gives suggestions for future research directions, it discusses policy guide for theoretical and practical contributions to new knowledge.

#### 5.2 Summary of the Findings

County governments in the Western Kenya Region were the focus of this study. Descriptive and inferential results are provided. Descriptive results focused on frequencies, percentages, mean and standard deviation. On inferential multiple linear regression looked at how all the independent factors interacted with one another, simple linear regression looked at how each independent variable affected the dependent variable on its own.

##### 5.2.1 Procurement ethics and Service delivery

Moderately 49.2% of the respondents fairly agreed that the county uphold integrity, equally 47.7% (44) fairly agreed that the county has put in place an ethics and integrity policy that ensures officers are solely accountable in whatever they do. The results showed that procurement ethics had a R squared value of 0.464 thus 46.4%.  $F(1,90)= 19.554$  and  $P= 0.000$  were the findings of the analysis of variance. This implies that procurement ethics had a significant and positive effect on service delivery in the County governments Western region.

### **5.2.2 Contract management and Service delivery**

The fair agreement dominance for instance 55.9% strongly disagreed that county has a project initiation management unit that ensures proper project administration as 56.9% fairly agreed that county has a project implementation team that ensures quality. The results showed that the value of R squared = 0.466, or 46.6%, was attributable to contract management. The findings further provides a F-value of 78.681 and a P-value of 0.000. County governments in the Western Kenya Region were shown to have service delivery positively and significantly impacted by contract management, leading to the rejection of the initial null hypothesis.

### **5.2.3 Competitive tendering and Service delivery**

On fairly agree response 51.8% of the respondents fairly agreed that county preliminary assessment of procurement activities was a tendering practice effectively executed. An R-squared value of 0.403, or 40.3%, was found in the competitive tendering.  $F(1,90) = 60.658$  and  $P = 0.000$  were the findings of the analysis of variance. The results imply that competitive tendering has a positive significant effect on service delivery for county governments in Western region, Kenya, thereby rejecting the study's fourth null hypothesis.

## **5.3 Conclusions**

Based on the empirical evidence, several logical conclusions can be made as follows. First, the study confirmed that Procurement ethics has significant positive influence on service delivery in County governments in Western Kenya Region. Therefore, the first null hypothesis was rejected. Conclusively the county adheres to the set procurement

standards always and the county has put measures in place to ensure suppliers and procurement staff declares conflict of interest

Secondly, the study established that contract management has a significant positive influence on service delivery in County governments in Western Kenya Region. Therefore, the second null hypothesis was rejected and it was concluded that contract management has significant positive influence on service delivery in County governments in Western Kenya Region. Contract management is viewed moderately favorable. Conclusively the county has a contract execution program that enables service delivery and that the county ensures all parties to the project adhere to the contract terms

Thirdly, the research demonstrated that County governments in the Western Kenya Region may greatly improve their service performance via competitive tendering. County governments in the Western Kenya Region are able to provide better service to the public because of measures availed to curb non-compliance and preparation on an annual consolidated procurement financial plan before initiating procurement processes were in practice.

#### **5.4. Recommendations**

County governments should invest in robust procurement ethics programs tailored to customer and citizens needs, aligned with organizational goals, and linked directly to enhancing service delivery. Management must demonstrate active support through policies to set procurement standards and resources to manage procurement practices.

County governments should provide projects that are essential to citizens. Projects should be subjected to public procurement procedures to ensure that favourism and non

procedural approaches to project award are avoided. Strengthening competitive tendering remains essential for optimal service delivery. County government should make tendering public an award of tenders should be on merit after procedural quest for the tenders.

### **5.5 Implication of the Study**

This study provides that Agency theory is quite significant for service delivery in County governments. Findings from the study suggest that weak compliance mechanisms and limited accountability structures enable agency problems such as misappropriation of funds, delays, and substandard service delivery. Strengthening compliance systems through open tendering and performance contracts reduces information asymmetry and aligns agent behavior with public interest, improving trust and service outcomes.

The study revealed that limited stakeholder engagement in procurement planning and evaluation often leads to poor-quality services and dissatisfaction among end users. When stakeholder interests especially those of citizens and suppliers are not integrated into procurement processes, delivery outcomes suffer. There is a pressing need for counties to adopt a more inclusive and participatory procurement process, which incorporates feedback and expectations from all stakeholders to improve legitimacy and responsiveness.

The study found that ethical lapses including favoritism in tender awards, collusion, and opaque procurement procedures significantly hinder effective service delivery. Enhancing ethical standards in procurement leads to fairer competition, better value for

money, and enhanced public trust. Counties should embed ethical training, establish whistleblowing channels, and enforce procurement codes of conduct to mitigate unethical practices that compromise service quality. The management assistance must guarantee adherence to public procurement regulations grounded in ethical procurement, contract management and competitive tendering practices. This in the long run guarantees citizens satisfaction o service rendered. The stakeholder theory explains the dire need for contract management where projects are crucial elements that necessitate stakeholder engagement. The theory of ethics is recommended essentially for ethical procurement purposes. Policy and Practice Implications is that procurement officers and county staff require continuous training on procurement laws, compliance protocols, and ethical standards.

## **5.6 Areas for further Research**

Although this study accomplished its goal of examining how public procurement practices impact service delivery in County governments in the Western Kenya Region, several questions arising from the study's scope, methodology, and results warrant additional investigation. First, although the results are applicable to county governments, they may be applicable to private sectors and National government; this suggests that future research should concentrate on the latter.

According to the study, additional factors should be considered for future research on public procurement compliance, even though three independent variables accounted for over 58.8% of the variance in service delivery at County governments in the Western Kenya Region, the 41.2% difference could be due to other compliances such as procurement costs and procurement procedures that can form basis for further study.

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## APPENDICES

### Appendix I: Public Compliance Risk Ratings 2024

| County Government                    | Compliance Score (%) |
|--------------------------------------|----------------------|
| 1. Baringo County Government         | 63%                  |
| 2. Bomet County Government           | 60%                  |
| 3. Bungoma County Government         | 52%                  |
| 4. Busia County Government           | 53%                  |
| 5. Elgeyo/Marakwet County Government | 73%                  |
| 6. Embu County Government            | 59%                  |
| 7. Garissa County Government         | 66%                  |
| 8. Homa Bay County Government        | 58%                  |
| 9. Isiolo County Government          | 61%                  |
| 10. Kajiado County Government        | 60%                  |
| 11. Kakamega County Government       | 51%                  |
| 12. Kericho County Government        | 59%                  |
| 13. Kiambu County Government         | 61%                  |
| 14. Kilifi County Government         | 60%                  |
| 15. Kirinyaga County Government      | 60%                  |
| 16. Kisii County Government          | 58%                  |
| 17. Kisumu County Government         | 59%                  |
| 18. Kitui County Government          | 59%                  |
| 19. Kwale County Government          | 68%                  |
| 20. Laikipia County Government       | 67%                  |
| 21. Lamu County Government           | 65%                  |
| 22. Machakos County Government       | 60%                  |
| 23. Makueni County Government        | 61%                  |
| 24. Mandera County Government        | 74%                  |
| 25. Marsabit County Government       | 60%                  |
| 26. Meru County Government           | 59%                  |
| 27. Migori County Government         | 61%                  |
| 28. Mombasa County Government        | 60%                  |
| 29. Murang'a County Government       | 73.8 %               |
| 30. Nairobi City County Government   | 59%                  |
| 31. Nakuru County Government         | 61%                  |
| 32. Nandi County Government          | 59%                  |
| 33. Narok County Government          | 63%                  |
| 34. Nyamira County Government        | 61%                  |
| 35. Nyandarua County Government      | 60%                  |
| 36. Nyeri County Government          | 67%                  |
| 37. Samburu County Government        | 66%                  |
| 38. Siaya County Government          | 63%                  |
| 39. Taita Taveta County Government   | 62%                  |
| 40. Tana River County Government     | 60%                  |
| 41. Tharaka Nithi County Government  | 61%                  |
| 42. Trans Nzoia County Government    | 59%                  |
| 43. Turkana County Government        | 75%                  |
| 44. Uasin Gishu County Government    | 76%                  |
| 45. Vihiga County Government         | 57%                  |
| 46. Wajir County Government          | 70%                  |
| 47. West Pokot County Government     | 69%                  |

Source: Kenyan National Treasury (2024)

**Appendix II: Letter of Introduction**

**To**

The Management

County Government of .....

P.O Box .....

.....

**RE: MASTERS IN BUSINESS ADMINISTRATION (SUPPLY CHAIN  
MANAGEMENT): DATA COLLECTION FOR COLLINS CHIBOLE**

Dear Sir,

I am a student pursuing Masters in Business Administration (Supply Chain Management option) at Masinde Muliro University of Science and Technology (MMUST). I am required to undertake a research thesis as partial fulfillment for the award of this degree.

I am hereby, requesting for assistance in the collection of data from your county to enable me accomplish the study on *Public Procurement compliance and Service delivery of County Governments in Western Kenya* . I will adhere to research ethics and use the information collected solely for the purpose of this research only.

Thank you.

Yours Faithfully,

Collins Chibole

**0703564376**

### Appendix III: Questionnaire

#### PART A: PERSONAL INFORMATION

Indicate by a tick what applies to you.

1) Highest level of education?

Post graduate ( )

Graduate ( )

Diploma ( )

2) Working experience?

0-5years ( )

6-10years ( )

11-15years ( )

Above 15 years ( )

**PART B: PUBLIC PROCUREMENT COMPLIANCE PRACTICES**

Kindly provide your level of agreement by noting Strongly Agree(SA), Agree (A), Fairly Agree (FA), Agreed (A) and Strongly Disagree (SD)

**a) Procurement ethics**

|   | <b>Procurement ethics</b>  | <b>SA</b> | <b>A</b> | <b>FA</b> | <b>D</b> | <b>SD</b> |
|---|--|-----------|----------|-----------|----------|-----------|
| 1 | The county uphold integrity in procurement processes   |           |          |           |          |           |
| 2 | My county adheres to the set procurement standards always  |           |          |           |          |           |
| 3 | My county has put in place an ethics and integrity policy that ensures officers are solely accountable in whatever they do |           |          |           |          |           |
| 4 | My county adheres to the ethics and integrity policy   |           |          |           |          |           |
| 5 | My county has put measures in place to ensure suppliers and procurement staff declares conflict of interest                |           |          |           |          |           |
| 6 | My county has a made a provision for one to account for actions in course of duty  |           |          |           |          |           |
| 7 | My county conducts procurement activities in a transparent manner.   |           |          |           |          |           |

**b) Contract management**

|   | <b>Contract management</b>  | <b>SA</b> | <b>A</b> | <b>FA</b> | <b>D</b> | <b>SD</b> |
|---|---|-----------|----------|-----------|----------|-----------|
| 1 | My county has a project initiation management unit that ensures proper project administration |           |          |           |          |           |
| 2 | My county has a project implementation team that ensures quality                              |           |          |           |          |           |
| 3 | My county has a contract execution program that enables service delivery                      |           |          |           |          |           |
| 4 | My county ensures all parties to the project adhere to the contract terms                     |           |          |           |          |           |
| 5 | My county has a monitoring mechanism in contract management that enables service delivery     |           |          |           |          |           |
| 6 | My county has effective project monitoring team   |           |          |           |          |           |
| 7 | My county has put a monitoring and evaluation policy in place to assess service delivery      |           |          |           |          |           |
| 8 | Monitoring and evaluation takes place at my county  |           |          |           |          |           |

**c) Competitive Tendering**

|   | <b>Competitive tendering</b>   | <b>SA</b> | <b>A</b> | <b>FA</b> | <b>D</b> | <b>SD</b> |
|---|--|-----------|----------|-----------|----------|-----------|
| 1 | My county preliminary assessment of procurement activities   |           |          |           |          |           |
| 2 | My county has put up measures to avoid non-compliance  |           |          |           |          |           |
| 3 | My county has a technical approach to contractors / suppliers  |           |          |           |          |           |
| 4 | My county has put up measures to avoid delayed payments  |           |          |           |          |           |
| 5 | My county prepares an annual consolidated procurement financial plan before initiating procurement processes |           |          |           |          |           |
| 6 | The county has set a budget for procurement department   |           |          |           |          |           |

**e) Service delivery of County Governments**

|   | <b>Service delivery of County Governments</b>                                   | <b>SA</b> | <b>A</b> | <b>FA</b> | <b>D</b> | <b>SD</b> |
|---|---|-----------|----------|-----------|----------|-----------|
| 1 | My county has put a cost benefit analysis for efficiency purpose                |           |          |           |          |           |
| 2 | The procurement costs at my county are explainable                              |           |          |           |          |           |
| 3 | My county has a time based service delivery charter in place                    |           |          |           |          |           |
| 4 | The procurement day to day operations in our county are time bound              |           |          |           |          |           |
| 5 | The output is always checked in relation to input                               |           |          |           |          |           |
| 6 | The county considers customer views and ascertains customer satisfaction always |           |          |           |          |           |

**Thank you for participating**

## Appendix IV: Proposal Approval DPS



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Website: [www.mmust.ac.ke](http://www.mmust.ac.ke)

P.O Box 190  
Kakamega – 50100  
Kenya

### Directorate of Postgraduate Studies

Ref: MMU/COR: 509099

29<sup>th</sup> May, 2025

Chibole Collins  
MBA/G/01-70101/2023  
P.O. Box 190-50100,  
KAKAMEGA.

Dear Mr. Chibole

#### RE: APPROVAL OF PROPOSAL

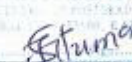
I am pleased to inform you that the Directorate of Postgraduate Studies has considered and approved your masters proposal entitled *"Public Procurement Compliance and Service Delivery of County Governments in Western Kenya"* and appointed the following as supervisors:

1. *Dr. Kiongera Fredrick* - MMUST
2. *Dr. Nanyama Rosemary* - MMUST

You are required to submit through your supervisor(s) progress reports every three months to the Director Postgraduate Studies. Such reports should be copied to the following: Chairman, School of Business and Economics Graduate Studies Committee and Chairman, Business Administration and Management Science Department. Kindly adhere to research ethics consideration in conducting research.


It is the policy and regulations of the University that you observe a deadline of **two years** from the date of registration to complete your Master's thesis. Do not hesitate to consult this office in case of any problem encountered in the course of your work.

We wish you the best in your research and hope the study will make original contribution to knowledge.


Yours Sincerely,  
  
Date: \_\_\_\_\_

Prof. Kennedy Bota, PhD  
Ag. DIRECTOR, DIRECTORATE OF POSTGRADUATE STUDIES

# Appendix V: NACOSTI

  
REPUBLIC OF KENYA  
Date of Issue: 21/June/2025

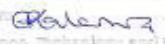
**RESEARCH LICENSE**




**This is to Certify that Mr. COLLINS M CHIBOLE of Masinde Muliro University of Science and Technology, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Bungoma, Busia, Kakamega, Vihiga on the topic: PUBLIC PROCUREMENT COMPLIANCE AND SERVICE DELIVERY OF COUNTY GOVERNMENTS IN WESTERN KENYA for the period ending : 21/June/2026.**

License No: NACOSTI/P/25/4175223

Applicant Identification Number: 802324

  
Deputy Director  
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



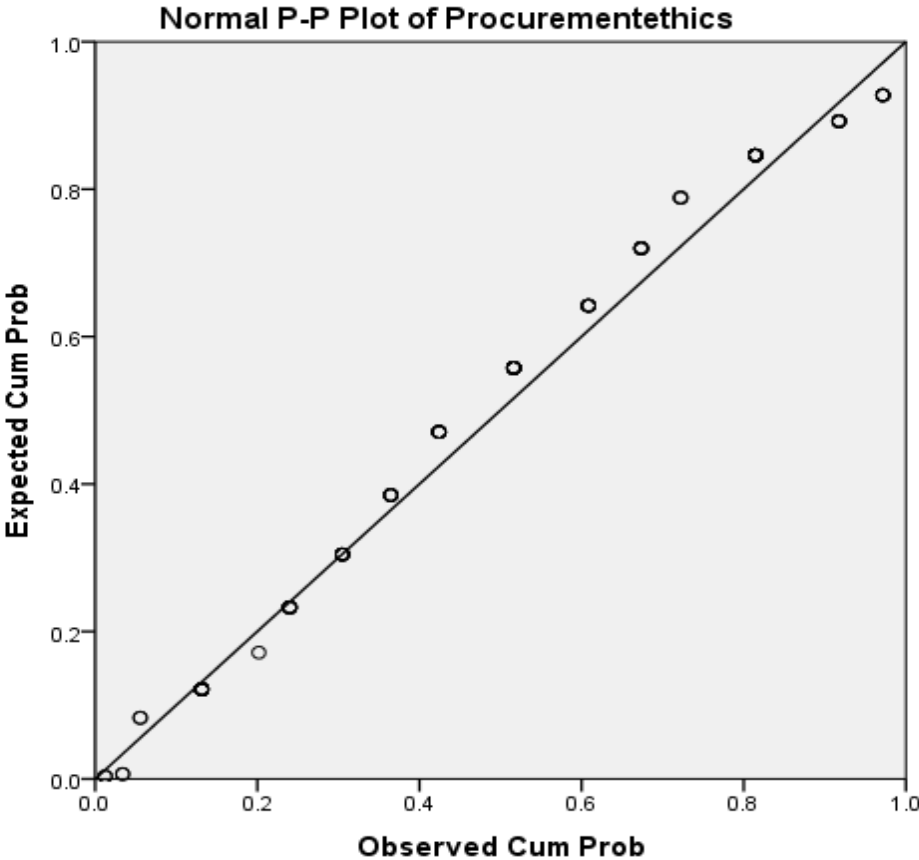
**NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.**

**See overleaf for conditions**

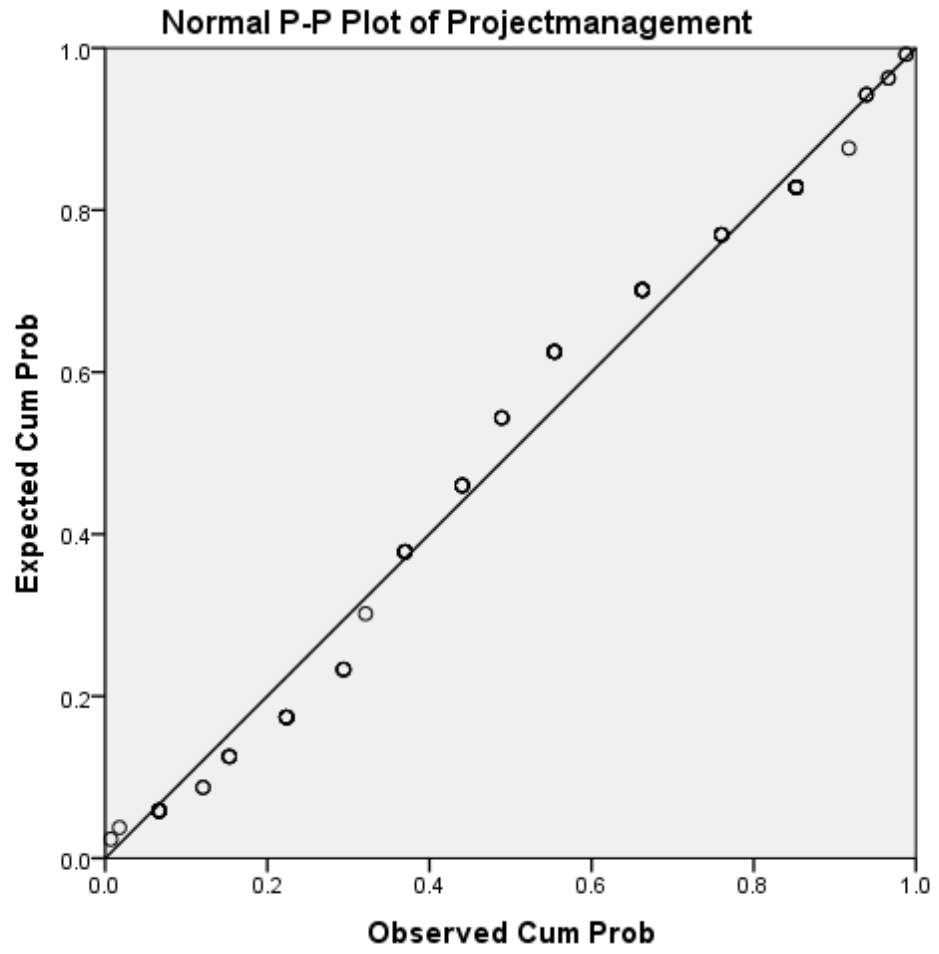
**Appendix VI: Map of Western Region Counties**



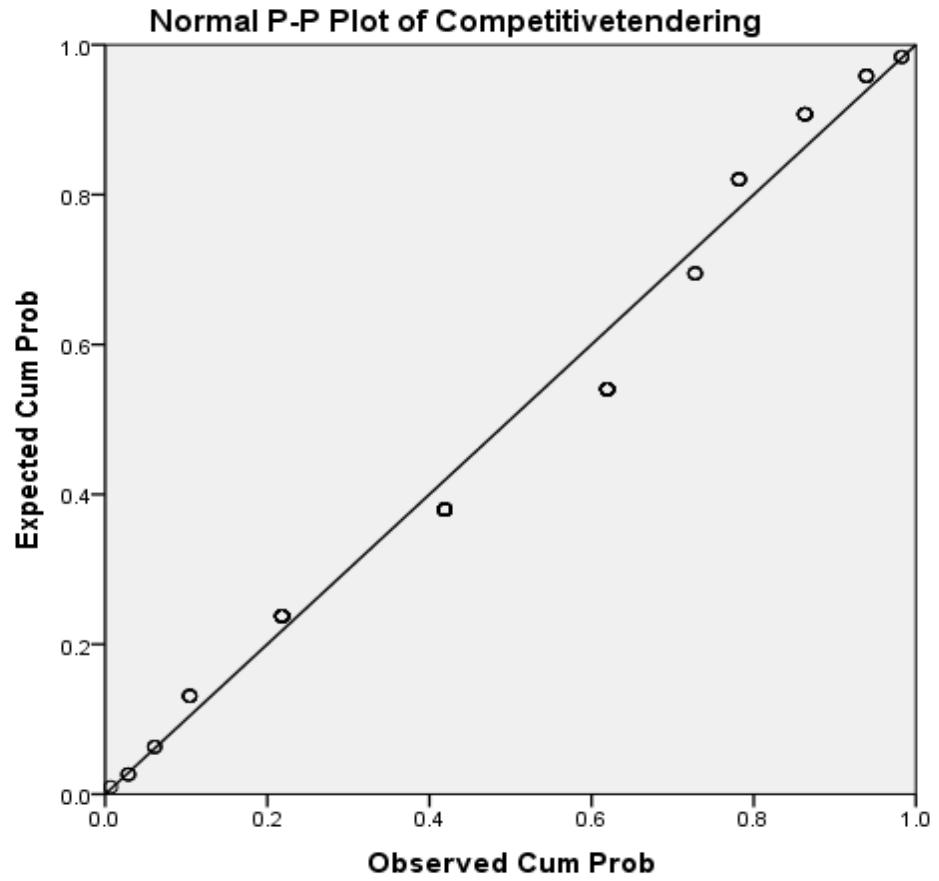
**Appendix VII: Normal P-P Plot of Procurement Ethics**



### Appendix VIII: Normal P-P Plot of Contract management



### Appendix IX: Normal P-P Plot of Competitive tendering



**Appendix X: Normal Q-Q Plot of Service Delivery**



**APPENDIX XII: Component Analysis for Independent Variables**

**Procurement ethics**

**KMO and Bartlett's Test**

|  |         |
|--|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .753    |
| Approx. Chi-Square                               | 386.421 |
| Bartlett's Test of Sphericity df                 | 21      |
| Sig.   | .000    |

**Component Matrix<sup>a</sup>**

|  | Component<br>1 |
|--|----------------|
| The county uphold integrity in procurement processes   | .808           |
| My county adheres to the set procurement standards always  | .823           |
| My county has put in place an ethics and integrity policy that ensures officers are solely accountable in whatever they do | .824           |
| My county adheres to the ethics and integrity policy   | .790           |
| My county has put measures in place to ensure suppliers and procurement staff declares conflict of interest                | .467           |
| My county has a made a provision for one to account for actions in course of duty  | .248           |
| My county conducts procurement activities in a transparent manner.   | .446           |

Extraction Method: Principal Component Analysis.

|  | Extraction |
|--|------------|
| The county uphold integrity in procurement processes   | .654       |
| My county adheres to the set procurement standards always  | .727       |
| My county has put in place an ethics and integrity policy that ensures officers are solely accountable in whatever they do | .689       |
| My county adheres to the ethics and integrity policy   | .699       |
| My county has put measures in place to ensure suppliers and procurement staff declares conflict of interest                | .725       |
| My county has a made a provision for one to account for actions in course of duty  | .803       |
| My county conducts procurement activities in a transparent manner.   | .724       |

Extraction Method: Principal Component Analysis.

**Contract management**

**KMO and Bartlett's Test**

|  |                    |         |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | .764    |
|  | Approx. Chi-Square | 325.615 |
| Bartlett's Test of Sphericity                    | df                 | 10      |
|  | Sig.               | .000    |

**Component Matrix<sup>a</sup>**

|   | Component |
|---|-----------|
|   | 1         |
| My county has a project initiation management unit that ensures proper project administration | .384      |
| My county has a project implementation team that ensures quality                              | .913      |
| My county has a contract execution program that enables service delivery                      | .808      |
| My county ensures all parties to the project adhere to the contract terms                     | .744      |
| My county has a monitoring mechanism in contract management that enables service delivery     | .827      |
| My county has effective project monitoring team   | .709      |
| My county has put a monitoring and evaluation policy in place to assess service delivery      | .754      |
| Monitoring and evaluation takes place at my county  | .904      |

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

| <b>Communalities</b>  | Extraction |
|---|------------|
| My county has a project initiation management unit that ensures proper project administration | .148       |
| My county has a project implementation team that ensures quality                              | .833       |
| My county has a contract execution program that enables service delivery                      | .653       |
| My county ensures all parties to the project adhere to the contract terms                     | .554       |
| My county has a monitoring mechanism in contract management that enables service delivery     | .683       |
| My county has effective project monitoring team   | .744       |
| My county has put a monitoring and evaluation policy in place to assess service delivery      | .827       |
| Monitoring and evaluation takes place at my county  | .709       |

Extraction Method: Principal Component Analysis.

## Competitive Tendering

### KMO and Bartlett's Test

|  |                    |         |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | .532    |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 194.111 |
|  | df                 | 10      |
|  | Sig.               | .000    |

### Communalities

|  | Component 1 |
|--|-------------|
| My county preliminary assessment of procurement activities   | .764        |
| My county has put up measures to avoid non- compliance   | .886        |
| My county has a technical approach to contractors / suppliers  | .709        |
| My county has put up measures to avoid delayed payments  | .754        |
| My county prepares an annual consolidated procurement financial plan before initiating procurement processes | .904        |
| The county has set a budget for procurement department   | .903        |

Extraction Method: Principal Component Analysis.

| Communalities  | Extraction |
|--|------------|
| My county preliminary assessment of procurement activities   | .666       |
| My county has put up measures to avoid non- compliance   | .805       |
| My county has a technical approach to contractors / suppliers  | .823       |
| My county has put up measures to avoid delayed payments  | .485       |
| My county prepares an annual consolidated procurement financial plan before initiating procurement processes | .693       |
| The county has set a budget for procurement department   | .901       |

Extraction Method: Principal Component Analysis.