

**STRATEGIC PROCUREMENT PRACTICES, PUBLIC  
PROCUREMENT LAW AND SERVICE DELIVERY OF COUNTY  
GOVERNMENTS IN WESTERN REGION, KENYA.**

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**A Thesis Submitted in Partial Fulfillment of the Requirements for the  
Award of the Degree of Doctor of Philosophy in Supply Chain  
Management of Masinde Muliro University of Science and  
Technology**

**2024**

### DECLARATION

My study represents independent task that was created using only the listed sources and funding and never has it been submitted anywhere for an academic award of degree or another honor.

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### CERTIFICATION BY THE SUPERVISORS

This thesis is recommended by the undersigned, who attest that they have perused it, for admission by Masinde Muliro University of Science and Technology, ***“Strategic Procurement Practices, Public Procurement Law and Service Delivery of County Governments in Western Region, Kenya.”***

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## **DEDICATION**

My mother July Otwane is honored in this thesis for her continuous prayers and financial support. You encouraged me to this point with your commitment to education and urged that i pursue academics as a key to success.

## **ACKNOWLEDGMENT**

I want to start by thanking the Almighty God for guiding me through this challenging and drawn-out process of moving up the academic accomplishment ladder. I owe a lot of gratitude to my supervisors, Associate Professor. Joshua Olang'o Abuya and Dr. Fredrick Njehu Kiongera, who proof read my work, gave me expert advice on how to formulate and conclude my research. Additionally, I would wish to thank statistician Dr. Gerald Maniagi in regard to his assistance especially in data analysis. I also extend my appreciation to Mr. Kelvin Mogere and Mr. Eric Wasilwa who were college mates at the University, for their unwavering encouragement and constructive criticism of the idea presented in this thesis content, structure, and its significance. I wish to also register my profound appreciation to the emeritus Dean School of Business and Economics Professor Egessa, Professor Tibbs together with Professor Otuya for providing proper tutelage throughout my PhD studies. I shall always be appreciative of my wife Michelle, daughter Aurelia, mother July, and brothers Xavier and Emmanuel towards their unwavering support in my academic life.

## **ABSTRACT**

The framers of the Public Procurement Law envisaged to streamline how public procurement should be conducted so as to realize value for money in public procuring entities. Strategic procurement practices enables organizations gain competitive advantage by contributing towards achievement of organizations strategic goals. The primary aim of the research thus was in establishing the effect of Strategic Procurement Practices, Public Procurement Law and Service Delivery of County Governments in Western Region, Kenya. The specific goals were to determine the effect of strategic procurement planning, information technology, green procurement on service delivery and to further investigate the moderating effect of Public Procurement Law. As such issues have arisen as a result of counties failure to observe strategic procurement practices such as misuse of public funds which have been cited as a key obstacle to achieving socioeconomic progress of which an estimated 50% is tied to public procurement practices adopted. The study was underpinned by a positivist research philosophy and was conducted in the western Region, Kenya in the counties of Kakamega County, Busia County, Vihiga County, and Bungoma County. The study's target population of 228 officials was broken down into chief officers, directors, in charge finance, and in charge procurement. Utilizing stratified random sampling, the study selected 174 participants as its sample. Primary data was gathered through interview schedules and surveys. Through a pilot study test for validity and reliability was ascertained. The data analysis made use of both descriptive and inferential statistics. SPSS version 26 was used to analyse quantitative data while qualitative data was analysed thematically alongside study objectives. Strategic procurement planning, Information Technology and Green procurement were found to be significant predictors of service delivery in county governments. The study came to the conclusion that service delivery is influenced by strategic procurement practices. The study recommended for the need to timely formulate strategic procurement plans by the county governments, investment in information technology infrastructure since it is a crucial resource and the need to ensure enforcement and adherence to environmental laws and policies. Organizations, firms, Business entities, both National and County Governments, scholars and supply chain stakeholders will benefit from the knowledge contribution of the current study as the strategic procurement practices have demonstrated ability to improve service delivery if adopted since it improves on service delivery.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

|                |                                                                   |
|----------------|-------------------------------------------------------------------|
| <b>CIPS</b>    | Chartered Institute of purchasing and supplies                    |
| <b>EU</b>      | European Union                                                    |
| <b>GP</b>      | Green Procurement                                                 |
| <b>GPP</b>     | Green Public Procurement                                          |
| <b>GPSA</b>    | Green Procurement service Agency                                  |
| <b>ICT</b>     | Information Communication Technology                              |
| <b>ISO</b>     | International standards organization                              |
| <b>IT</b>      | Information Technology                                            |
| <b>MDAS</b>    | Ministry, State departments and Agencies                          |
| <b>NACOSTI</b> | National Commission for Science, Technology and Innovation        |
| <b>OAG</b>     | Office of the Auditor General                                     |
| <b>PPADA</b>   | Procurement law of 2015                                           |
| <b>PPOA</b>    | Public Procurement oversight Authority                            |
| <b>PPREG</b>   | Public Procurement and Asset disposal Regulations 2020            |
| <b>PRISMA</b>  | Preferred reporting items for systematic review and meta-analysis |
| <b>SERVDEL</b> | Service Delivery                                                  |
| <b>SPP</b>     | Strategic Procurement Planning                                    |
| <b>SPSS</b>    | Statistical Package for Social Scientist                          |
| <b>UTUAT</b>   | Unified Theory of Acceptance and Use of Technology                |

## **OPERATIONAL DEFINITIONS OF TERMS**

**Strategic Procurement Planning:** It encompasses quality specifications, need assessment, budget procedure and top management involvement.

**Information Technology:** refers to Electronic Procurement, ICT policy, IT infrastructure and human skills on IT.

**Green Procurement:** (sustainable Procurement) refers to green supplier selection, environmental management laws, green disposal and reverse logistics.

**Public Procurement Law:** refers to rules and regulations developed by an act of parliament to guide on how public money is to be spend on acquisition of goods works or services.

**Service Delivery:** refers to supplier lead times, transparency, and cost reduction and supplier reliability.

**County Governments:** Refers to the 47 County Governments constituted in accordance with the Constitution of Kenya, which was enacted on August 27, 2010. The four-county governments of Bungoma, Kakamega, Vihiga, and Busia in Western Region, Kenya was the subject of the current study.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the study**

Globally, the adoption and regulation of the public procurement has been gaining momentum as governments worldwide have continuously established their procurement systems in order to manage the public expenditure in order to realize benefits such as cost cuttings improved quality and thus achieve value for money (Capone, 2016). Among the European nations, public procurement represent a significant chunk of public spending every year and an estimate of about 19.4% of the gross domestic product (EU, 2012).

In a study by Semuel, Siagian and Arnius (2018) a firm can gain from strategic procurement when it is implemented. The research findings affirmed that strategic procuring practices such as green procurement, procurement plans, buyer-supplier relationship and proper negotiation strategy gave benefits to the company performance. Further they established that buyer-supplier relationship is crucial as it allows an organisation to achieve raw material supply at a lower cost, better quality, and shorter lead time, which will ultimately improve efficiency among food and beverage companies in the East Java and Indonesia region. According to Sobhani, Malarvizhi, Mamun and Jeyashree (2013) enterprises in Iran lacked initiatives of staff training, procurement planning, supplier development and adoption of information technology compromised adoption strategic procuring practices. According to the research, there was need to link strategic procurement practices to the overall company approach with prolonged objectives, selecting the prospective vendors, then forge close bonds with them. Environmental regulation activities, such green procurement, were essential drivers for the growth of sustainability, according to (Wong, Chan &Wadu, 2016). Additionally, active supplier interaction in providing material performance details is required to assure compliance. In order to achieve green

procurement implementation, the depth and liability of materials in the green labelling system must also be improved and further, sustainable purchasing emanates due to both businesses and governments identifying strategic ways to ensure efficiency of supply chain management activities to enable product re-use, recycling, and reduction of resources rather than destroying it (Ahsan & Rahman 2017).

Long-term partnerships were found to have a negative influence on marketing and fiscal efficiency of Turkish hotels by (Aksoi, 2019). In a study conducted among industrial firms in the UK, Benn (2015) observed that procuring strategically did have a minor impact on buyer service delivery through supplier unification.

South Africa has experienced recent changes in its Procurement Law which included adjustments in the professionalization of public procurement in addition to the adoption of e-government and electronic purchasing technology as a number of similarities were found between the publicly owned and the privately owned sectors in that both sought in ensuring maximizing the return on capital all through the process of procurement (Manyathi, 2019). In the Nigerian Civil Service public procuring practices were linked to affect the levels of openness, and quality as it was observed that available resources were not being maximized due unfair practices and existing impartiality in the public procurement systems (Williams & Andrew, 2020). In Algeria, Chenini, Iqbal, Qurrahtulain, Mahmood and Aldehayyat (2020) noted that organizations' supplier integration, and procurement planning determines lead-time and thus affect manufacturing performance. The decline of performance within the manufacturing firms was linked to the lack of effective procurement planning and supplier integration.

In Ghana, Anane (2019) adduced that top management non-involvement towards coming up with a procurement plan led to absence of the needed methodology in conducting purchasing. That the firms operations were downtrodden is so far as acquisition of goods, works and services. He asserts that information technology aids in ensuring that there is accountability since the records are kept at a central repository which could be obtained at any point in time. He asserts that firms have not been efficient as a result of lacking to adopt information technology in their daily operations in order to promote transparency while delivering their mandate. Additionally, Green procurement has the ability of creating longer partnerships with groups of people who they serve and thus increases the returns of firms (Anane, 2019). In Ethiopia Zemedagegnehu (2020) noted that the public entities have failed to ensure training, effective procurement planning and material specification which has in essence contributed to low service delivery. In Hargeisa Somaliland, there was inadequate procurement planning within the communication industry such as ineffective procurement forecasting to guide the firm on the path of competition (Ahmed, 2019).

In Tanzania, Orio (2020) asserts that a majority of the procurement employees fell short of knowledge relating to strategic procurement practice of green procurement and moreover, as a result of lack of national green Procurement Law the implementation of green procurement remained unattended to. Furthermore, there was absence of green data on items supplied by vendors. Additionally, vendors likewise had failed to foster production of harmless goods to the ecosystem and thus, the accessibility of green items in the market had not yet been achieved at a favorable cost that was within the public procurement plan of the procuring entities. In Rwanda the absence of an effective procurement plan has led to failure in ensuring that procurement of materials that meet quality standards within

established budget and at right quantities and time thus leading to failure in ensuring corruption is dealt with effectively. The study noted that a number of cases involving ineffectiveness, performance underscores or project liquidation were as a result of procurement practices adopted (Kabega, Kule & Mbera, 2016).

In today's world, most people acknowledge that Technology represents a useful instrument for raising a nation's economic competitiveness. Most people agree that IT has a big impact on businesses' productivity, but these benefits won't materialize unless IT is broadly adopted and employed (Oliveira & Martins 2011). Burt and Doyle (2003) established a number of strategic objectives of e-purchasing. The objectives included a continuous quality improvement, time-based competition, total cost management, technology access and control and risk reduction. Establishing of ICT policy will ensure that a firm's political and socially related issues, managing of data safety, confidentiality, purchasing, and managing of stock, as well as technical and operational activities, are handled prudently (Radonji & Reuben, 2019). In Kenya, the procurement unit at the education ministry did not carry out proper procurement planning hence negatively affecting its efficiency and thus since there was lack of proper forecasting, it affected input quality within the state department (King'oo & Muli, 2019). In accordance to Ali (2018) there exists a deficiency in efficient management which could be the most effective and efficient preventive mechanism that could enhance transparency, accountability, encourage oversight, and give a basis upon which corruption will be prevented. According to Shilungu and Mironga (2019), in order to strengthen green procurement procedures, county governments' departments have to ascertain that vendors who have certification on sustainable products are registered to supply sustainable products and services in the county.

A procurement strategy can aid in the execution of estimated budgets and a resource allocation plan by preventing or limiting surplus budgets and ensuring that procurement activities are conducted with enough finances (Ogwel, Iravo & Lagat, 2016). Cherotich (2018) points out that not every single parties that should be included in the procurement process are included. She stated that the established financial management approaches are ineffective and that there has been an absence of training for procurement employees. Ayoyi and Odunga (2015) noted that buying strategically boosts a firm's procurement capacity with the goal to maximize its ability to negotiate with suppliers in order to lower costs, improve effectiveness, and diversify its base of suppliers.

Kagume and Wamalwa (2018) assert that public procurement is required in guaranteeing the delivery of essential services in Kenya and thus the promptness in efficient handling of public resources while adhering to the tenets of the constitution of Kenya are reflected in the transparency of every procurement stage from bidding to delivery of commodities or supply of services to the ultimate user. They further asserted that the most effective way of achieving such objectives is to put in place institutional safeguards that ensure value for money standards are being followed by all organizations entrusted with public resources.

Kiambati (2020) established that delivery of services was hampered by the counties lack of transparency that was as a result of political influence. Additionally, the study established that little public participation was present in all aspects of planning, from the creation of the procurement plan to the allocation of money among different projects in the county wards.

Wanyonyi and Muturi (2015) noted the inability within county governments to comply with prescribed Procurement Law leading to misuse of public funds.

Onyoni and Kavale (2018) established that service delivery in Nairobi County Government were not efficient and effective as a result of not adopting to strategic procurement practices such as planning and green procurement thus increasing unprofessionalism, environmental degradation and encouraging mismanagement. Further, the study noted that a Nairobi Governor was impeached on charges of misusing public money that was not limited to the abandoned construction of Dandora Stadium and an absence of control over how the County's resources were used. The Nyeri County administration was among County governments who's MCAs attempted to impeach a Governor on the basis of ethics stumbling blocks, regulations and laws and political interference (Nyaga & Nzulwa, 2018). The previous Kiambu Governor met a similar end due to misuse of funds, including an absence of accountability in the management of County assets among other obligations pending to the tune of 4 billion, the awarding of road tarmacking agreements for Sh 2.1 billion when only Sh1.4 billion was authorized, and inability to set up the County budget and economic forum as provided within Section 137 of the Public Finance management Act of 2012 (COB, 2018).

### **1.2 Statement of the research problem**

According to Kagume and Wamalwa (2018) public procurement is key in guaranteeing the delivery of essential services in Kenya and thus the promptness in efficient handling of public resources while adhering to constitutional tenets of Kenya ensures transparency of every procurement stage from bidding to delivery of commodities or supply of services. Wanyonyi and Muturi (2015) asserts that lack of adherence to established standards of procurement processes degenerates to poor co-ordination among various departmental units and promotes misappropriation of public funds that becomes very expensive for the entire management within the purchasing division.

Despite the existing Procurement Law, studies have revealed that service delivery has been hampered by Counties lack of transparency which has been attributed to political influence and competing interest according to (Kiambati, 2020). He established that little public participation was present in all aspects of planning, from the creation of the procurement plan to the allocation of money among different projects in the county wards. A study by Owalla (2016) cited that misappropriation of public funds in most of the Counties were ascribed to the purchasing practices in place. According to Auditor General County reports for the past 8 financial years, there existed widespread mismanagement of public finances that were linked to weak financial control systems and procurement practices adopted and additionally, anomalies such as inability to comply to public procurement ACT (2015), disregarding of the Public Finance Management Act (2012), abuse of office by County Executives and Assemblies were cited in the reports (Kagume & Wamalwa, 2018).

The Auditor-General Report of (2019/2020) pin pointed that the County Executive of several Counties misappropriated public resources through lack of oversight of County resources, generating unsustainable debts and other unresolved functions totaling to a tune of 4 billion, awarding contracts for road tarmacking for 2 billion when only 1 billion had been authorized and failing to establish the County Budget and economic forum as required by Law. There exists guidelines devised to oversee public procurement processes such as public Procurement Law but despite such efforts, service delivery in County Governments has continued to decline as this has been attributed to procurement practices adopted which necessitated a study to be conducted.

### **1.3 Objectives of the research**

Both the main and specific objectives of this study are outlined below.

### **1.3.1 General objective**

The main objective of the study was to examine the effect of Strategic Procurement Practices, Public Procurement Law, and service delivery of County Governments in the Western Region, Kenya.

### **1.3.2 The specific objectives**

- i. To determine the effect of strategic procurement planning on service delivery of County Governments in Western Region, Kenya.
- ii. To examine the effect of information technology on service delivery of County Governments in Western Region, Kenya.
- iii. To establish the effect of green procurement on service delivery of County Governments in Western Region, Kenya.
- iv. To investigate the moderating effect of Public Procurement Law on the relationship between strategic procurement practices and service delivery of County Governments in Western Region, Kenya.

### **1.4. Research Hypothesis**

**H01:** Strategic procurement planning has no statistical significant effect on service delivery of County Governments in Western Region, Kenya.

**H02:** Information technology has no statistical significant effect on service delivery of County Governments in Western Region, Kenya.

**H03:** Green procurement has no statistical significant effect on service delivery of County Governments in Western Region, Kenya.

**H04:** Public Procurement Law has no statistical significant effect on the moderating relationship between Strategic procurement practices and service delivery of County Governments in Western Region, Kenya.

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

This research has practice, policy and scholarly implication. For researchers, investigation ought to not just focus on the immediate link between service delivery and strategic procurement practices but will also look at the relationship on the moderating effect of Public Procurement Laws. From a scholarly standpoint, the findings will be very helpful to academicians and researchers because it is expected to help aid their knowledge about the subject on how the variables should interrelate and will give insight to subsequent investigations as a part of their literature.

On practice and policy, study findings will greatly impact County Governments in so far as their strategy formulation process is concerned in order to increase efficiency. The study will be so pivotal in its role to ensure that County Governments in the republic of Kenya are fully compliant with the Procurement Laws, procedures and practices in order to achieve their set goals. Knowledge generated from the findings will be of benefit to both National and County Government as it will assist in better formulation and implementation of Public Procurement Act and Regulations.

### **1.6 The Scope of the Study**

The current research was centered on strategic procurement practices, regulations governing public procurements, and delivery of services among County governments in Western Region, Kenya. Strategic procurement planning, information technology, and green procurement were the predictor constructs for the strategic procurement practices. Delivery of services was the predicted variable, while public procurement act and regulations was the moderating variable. In Kenya's Western region, there are four counties: Kakamega, Bungoma, Vihiga, and Busia. The County Executive of the above mentioned Counties provided 174 respondents for the study, including Chief Officers,

Directors, In charge finance, and In charge procurement. The study was carried out in the year in 2023.

### **1.7 Limitation and Delimitation of the Study**

Hesitation by those surveyed in disclosing information in particular on service delivery because of the confidentiality associated with the information was a limitation experienced. This was however overcome by the researcher assurance to those surveyed that the information gathered was purely for academic purpose. The researcher availed introduction letters both from the university and a permit of research from NACOSTI that provided further assurance. The busy schedules of respondents was also overcome through the drop and pick method and further reminders through phone calls.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Reviewing of literature was conducted to improve understanding of concepts to be researched. The section examined theoretical, conceptual, and empirical reviews of the literature on county governments in Western Region, Kenya and their use of strategic procurement practices, regulations governing public procurements, and delivering of services. The chapter afterward examined the theoretical foundations supporting the investigation prior to beginning a paired evaluation of the literature. The paired review of literature was informed by significant relationships between variables. Consequently, a number of study gaps were identified from context-specific, conceptual, and methodical angles. Table with a summary and display of the gaps was created.

#### **2.2 Theoretical Literature**

This research was backed by three different variables. Each of these concepts were founded on different theories and applied to county governments in Western Region, Kenya's strategic procurement practices, public Procurement Law, and delivery of services. The main theories were the Ecological modernization theory by Joseph Huber and Martin Janicke in 1980's, Institution Theory, established by John Meyer and Brian Rowan in the 1970's, the McKinsey 7-S Model, by Robert and Tom in 1980, along with the Innovation Diffusion Theory, by Rogers in 1995, and by Joseph Huber and Martin Janicke in 1982 and 1985, respectively.

##### **2.2.1 The McKinsey's 7S Framework Model**

Robert and Tom (1980) developed the McKinsey's 7-S framework, which essentially consists of an organizational structure and serves as a strategy plan for organizations, including enterprises, business divisions, and teams. According to the model, needs ought

to be realigned with the aim of improving the execution regarding plan together with its execution plan or to maintain it if an entity is undergoing changes (Robert and Tom, 1980). This model guided the research in a way that made it simpler to comprehend how the County Governments' various needs are combined as well as how they can be reset to improve the effectiveness of the Strategic Purchasing Plan and strategy execution in the context of Current Strategic Purchasing Practices. The idea is important since it makes clear how various teams and processes can work together to enhance County Governments' purchasing approaches with relation to the execution of plans and procedures. The theory also focuses on the predicted variable of the research, which is service delivery, because the successful delivery of services depends on how each of the seven components interacts. Maru (2015) looked into this theory to connect strategy execution within Kenyan Tax Authority discovered that the Kenyan Tax Authority's needs congruence was the key to the strategy's success.

Pearce and Robinson in (1997) and Waterman, Peters, and Phillips (1980) both advanced the notion. The efficiency of an organization is examined using the McKinsey 7-S framework. These seven pillars are structure, strategy, systems, shared values, staff, style, and skills from the perspective of procurement. A plan is an analysis (Pearce & Robinson, 1997; Waterman, Perters, and Philip, 1980) of an entity's understanding of how, where, and when it is to compete; against who it is to compete; and for what goals it is to compete. Through having the office of the Auditor General examine their expenditures, County Governments are often ranked in terms of their efficiency and use of public coffers.

As a result, it is necessary for the management at the top level to plan about wise use of public's resources. Systems are all the official and informal processes that enable an

organization to function day in and day out, year after year. It involves, among other things (Pearce & Robinson, 1997; Waterman, Peters & Philips 1980), budget systems, payment and incentive programs, and instructional systems. To enable seamless operations and efficient operations among the County Governments, processes must be in place that are efficient and effective.

The term "staff" alludes to the demographics of the various groups of employees that make up an organization. The "staff" dimensions of the model can be transformed into something that is not just suitable to, but deserving of, tangible oversight by management by viewing people as a pool of human capital that require to be fostered, protected, and created, and assigned among many different ways (Pearce & Robinson, 1997; Waterman, Peters, & Phillips, 1980). Consequently, the County Governments have to conduct a thorough hiring procedure in order to meet the County's requirements for the staff hired skills. Style refers to the way that important managers behave to fulfil firm's goals in a cultural framework of the company. The Style, which at first glance seems like an obscure and nebulous term, is a crucial element of successful plan execution. (Waterman, Peters, & Phillips, 1980; Pierce & Robinson, 1997). The leadership stance taken by the County Government' senior management has significant ramifications for the application of rules designed to achieve the set objectives. The dominant qualities, capacities, or abilities which an organization as a whole often excels at are called skills. This can be accomplished via educational initiatives in the Counties as well as the recruiting of qualified workers in the Counties. Shared values that recognize it crucial for purchasing sharing in Counties is perhaps the most challenging issue when it pertains creating a concerted effort to successfully weed out old skills jointly

with the supporting systems and structures, while helping to make sure essential novel abilities take root and develop.

Any purchasing efforts must be connected to the business's moral and ecological objectives (Pearce & Robinson, 1997; Waterman, Peters, & Phillips, 1980). The structure is removal of operational barriers based on specialty and the seamless integration of purchasing into the supply chain and logistics activities, claim Pierce & Robinson (1997) and Waterman, Peters, and Phillips (1980). However, critics of the model have highlighted shortcomings that reduce its usefulness.

One drawback of this taxonomy categorization is the lack of factors that could address issues with the external environment and performance-based problems. The McKinsey 7-S Model's lack of "fullness" is mostly as a result of the reality that it was initially created via experience rather than theory. Therefore, attempting to ex postulate McKinsey's views on how manufacturing, service establishments operate is represented by the McKinsey 7S Model (Burke & Litwin, 1992). For the purpose of supporting the theory, the following theories were employed:

### **2.2.2 Institutional Theory**

Institutional theory was spearheaded in the early years of 1970's by John Meyer and Brian Rowan in order to better studies on how institutions integrate with or are related to, as well as how they are affected by their social, national, state, and global surroundings (Scott, 2004). This concept addresses the moderator "procurement Law" that have been selected. Okinyi and Muturi (2016) claim that the institutional theory is a time-honored method for analyzing many aspects of public procurement. The terms "institution" and "institutional theory" don't have a common definition. According to Lammers (2017), organizations are composed of associated operations and assets as well as cultural, cognitive, and regulative

components. The three institutional pillars cultural-cognitive, regulatory, and normative are given meaning by the author. The shared interpretation of symbols, shared beliefs, and shared understanding forms the foundation of the cultural-cognitive pillar. The primary focus of the regulatory pillar is on employing laws, regulations, and penalties as the means of enforcing conformity, with expediency serving as the justification. On the other hand, the normative pillar refers to the standards for conduct and principles that serve as the preferable or desirable social obligations that serve as the foundation for compliance. According to Altayar (2018), counties are administrative, systems of society and culture that are directly connected to and linked to larger contexts.

Given their unique cultural and social makeup, counties must also possess the desire and obligation to abide by the laws and customs established by their external surroundings (Shibin et al. 2020). In this regard, when carrying out purchasing processes in the Counties, the county governments must abide by the Public Procurement Law of 2015. A social reality based on norms and generally accepted practices, how the top management behaves is dictated through the recognized norms and values which define the context in which Counties functions. Since it addresses culture within organizations and also how far the current environment within a firm indicates to be welcoming of environmentally friendly practices and/or modification in general, the concept is also extremely vital especially regarding the implementation of environmentally friendly purchasing practices and policies in public entities. The degree to which SPP is supported at the upper echelons within the company or organizations as well as the extent which organization processes and structures promote or impede the growth of SPP are included in this dimension under the other aspect (Brammer & Walker, 2007).

In the words of Scott (2004), the fundamental aspects of organizations include cultural-cognitive and regulating, elements, which when combined with complementing tasks and the requisite materials, shed a broader spotlight on life. He went on to underline how normative, regulatory, and culturally cognitive principles are the three pillars of institutions. The term normative relates to demands, such as the canons and norms, whereas shared accountability refers to the foundation of acceptance. The regulatory component explains how decrees and fines are used to carry out instructions, and etiquette serves as the foundation for compliance. Mutual understanding is the foundation of cultural cognition. This idea is crucial in relation to the adoption of environmentally conscious purchasing procedures and procedures in organizations working in the general public sector means "Policy-making which focuses both formal as well as the legal aspects of governmental institutions." In this sense, the theory of institution is considered as a theoretical framework for analyzing social phenomenon, particularly those related to organizations. It holds that the social environment is mostly composed of organizations, which are long-lasting customs, laws, and structures that establish the parameters for behavior. Since they are ingrained in the social order and control the flow of social life, organizations are regarded by institutional theory as being essential to understanding how society works. Even though handling research on organizations in its ethnic-cognitive dimensions is one of the main contribution to emerging institutional theory (Scott, 2008), investigators have primarily concentrated on rules and normative elements (Phillips and Malhotra, 2008). In order to maintain strength, the regulatory and normative pillars permit deviation from the norm. These penalties are optional for the cultural-cognitive pillar. According to Zucker (1977), punishments may deinstitutionalize core culture-cognitive foundation of an organization,

making it more detached and objective—but these are crucial traits for cognitive organizations. Scott's assertion might be overstated because actors may or may not be familiar with various methods of portrayal (Lizardo, 2010). The range of possible actions for an actor is restricted by cognitive institutions. Despite being at the heart of the new institutional theory, cognitive organizations are not universally understood (Zilber, 2002; Greenwood et al., 2008).

### **2.2.3 Ecological Modernization Theory**

The ecological theory was spearheaded by Joseph Huber and Martin Janicke in the year (1985) and (1982) respectively by German social scientists, who developed the concept in the 1980s. According to the theory, a new development paradigm for capitalist economies can be formed by balancing economic growth and ecological catastrophe. The theory places a strong emphasis on environmentally friendly purchasing, which is a policy concern in public purchasing since public entities are urged to make protecting the environment a priority when conducting purchases on behalf of public organizations. For example, based on the hypothesis of a modified connection between the economy and the environment, Huber (1982) has underlined the necessity for an "ecological switchover" a transformation inside the industrial community to an ecologically coherent structure of production. In that it envisions a method of the ongoing advancement of modern social structures, instead of their devastation or dismantlement, environmental modernization shares more in common with "strong" variations of sustainable development than with deep ecological positions about the radical reorganization of society (Mol and Spaargaren, 1993). According to the theory, structural shifts need to happen both at the macroeconomic level through major sectoral shifts within the economy and at the microeconomic level through individual company use of new and clean technology (Gouldson & Murphy (1997)). Thus, county

governments are urged to buy its goods, works, and services from suppliers whose goods are in compliance with ecological laws because they are clients of goods from those sectors. Therefore, it has evolved into an environmentally friendly practice especially when it involves evaluating vendors in order to ensure that the choice of vendors will take into account the potential vendors' adherence to the green standard as a requirement for tender award.

Sustainable growth and modernizing the environment are related in the manner as the latter one forms the "central storyline" about political exposure of ecology modernization, according to (Hajer,1995) and (Harvey, 1996). Nevertheless, in contrast to environmentally friendly development, environmental modernization is much more analytically rigorous and has a sharp focus about that which needs to be conducted by capitalist political economy, marquee on boundaries of an economically stable country (Dryzek, 2007). There are a pair of levels at which the principle of modernization of the environment can be applied. First, it can be used as an analytical framework for examining the adjustments to major organizations in contemporary society that are thought to be required to address the environmental problem. In order to refocus on growth of ecological friendly laws, the theory of ecological modernization may also be used to describe a more practical political agenda. According to its original interpretation, ecological modernization describes a significant shift or "ecological flip" in manufacturing procedures toward a course that takes into consideration the need to preserve the food supply. In contrast, ecological modernity refers to the ability to address ecological problems without veering off the modernization route (Mol & Spaargaren, 1993). Via the formalization of

ecological goals, the procedures of manufacturing and consumption can also be reorganized using principles of ecology (Mol, 1994).

#### **2.2.4 Innovation Diffusion Theory**

The above mentioned theory was adopted by Rodger (1995). In accordance to the theory, choosing to take on a new idea often involves a mental procedure with five phases: knowledge, persuasion, decision, implementation, and confirmation. It aided in addressing Electronic procurement because technology is crucial in accelerating county E-purchasing procedures, leading to prompt and effective purchasing and thus delivery of services. The theory was applicable to dealing with the technological element chosen as a variable within the current research since the purchasing division utilizes technology for the execution of its activities, such as electronic procurement. Rogers (1995) describes how ideas are embraced as time passes in his "diffusion of innovation" theory. A procedure where discoveries spread over a range of time amongst those who make up a community is referred to as dissemination. Innovation can relate to a thought or notion, expertise in technology, or even a real-world action that a person perceives as novel. The degree of an edge that alludes to a straightforward but effective notion for spread of a creativity is one of the five features identified by Rodgers (1995) as influencing the rate at which a technology is embraced. It is well known that an individual is willing to embrace a concept which is new, a good that is new, or a service when it is believed to be preferable to the status quo. If an individual perceives an invention to be better than what is currently in use, they are more inclined to adopt it. Therefore, a new idea will spread into a social system more quickly thus making it more beneficial. A variety of sub-dimensions, including economic viability, lower beginning expenses, decreased discomfort, social prestige, time savings, and

immediate rewards, are frequently used to illustrate the level of the comparative advantage (Francesco, 2012).

Complexity is the degree to whether innovations is thought to be somewhat challenging to comprehend and implement (Roger, 2003). When compared to other traits, it has an adverse effect on how quickly an idea is adopted. The pace of acceptance, according to Rogers (2003), increases significantly with creative simplicity. Thus, the technology chosen for use by County Governments must be simple to use to allow for seamless connections to be made and to make it simple for employees to get used to the technology. The concept of simplicity commonly aids in the spread of innovations, while integration defines the degree to that embracing innovations must be in line with what individuals do (Kaasinen, 2005). This may not always be the case, as a few technologically advanced goods are thought as being superior due to their level of sophistication. It relates to the degree to which the customer's values, needs, beliefs, preexisting concepts, and previous knowledge are regarded to be congruent with an invention. Through providing a new concept meaning and making it seem more familiar, it helps (Francesco, 2012). The likelihood of the invention being adopted improves if it turns out to be a better match. Thus, the technology that county governments embrace ought to be in line with what individuals do as well as their needs, principles, and encounters. The ease with which the outcomes of creativity are not only apparent but also conveyed to potential consumers is referred to as visibility on the other hand. Consequently, communication is crucial because it affects how well a system of communication can disseminate the outcomes of an innovation. The ability is the extent to which an innovative idea is tested or examined before being adopted to. Thus, triability will aid in determining whether or not future consumers are going to

embrace or disregard a new innovation. This makes it easier to make certain that the right technology is implemented and that it complies all the demands of the county governments. According to Rogers (1995), a person's creativity will decide if they accept a new idea. He identified five groups of adopters across time: innovators, early supporters, late supporters, and laggards. The adoption about new technologies to carry out purchases will be reliant on technological dissemination. The relative benefit which is provided to the company, complexities, connectivity, the triability of new tactics, and how visible they are to those involved that are inside the framework of society can all be used to gauge the amount of backing for inventive methods.

### **2.2.5 How the four theories interrelate**

This research has major applicability for the McKinsey 7s frameworks theory, Institutional theory, Innovation diffusion theory, and Ecological theory of modernization. These theories corroborate one another and will assist the research accomplish its goals. The four approaches concentrate on the structure of an organization, for example, the Mc Kinsey 7s framework theory contention, which describes how organizations are structured and specifies whose notifications to whom, the processes, which refers to day-to-day operations, and the processes that staff members follow to complete their tasks. If the seven components are coordinated and complement one another, a county may execute a strategy successfully. The system of leadership that is in place usually has an impact on the values, culture, rules, and laws which are present within organizations, according to institutional theory. To guarantee conformity, top management, for example, will have an impact on how the regulations and rules are implemented. Contrasted with Mc Kinsey's framework theory, the theory of innovation diffusion holds that the people inside an organization are those who constitute the organization's structure whereas diffusion alludes procedure by

which innovations are dispersed from person to person of a social network within a particular period of time. Institutional normative pillar, which is focused on values within the organization's structure; the regulating pillar, which employs regulations, statutes, and penalties; and the ethnic-cognitive pillar, that focuses on shared beliefs. Whenever a person accepts an idea, it will depend on how creative they are, as indicated by the five groups of adopters that come after innovators: those that are innovative, those that adopt earlier, the early majority, the and finally the late majority, and laggards. The Mc Kinsey theory that emphasizes on the way each of the seven components connect to add advantage to the organization is a straightforward method to relate this. The theory regarding innovation dissemination focuses on how people use new ideas and technologies within organizational structures. For there to be the effectiveness about an organization, the theory regarding innovation diffusion focuses on how people inside the framework of the organization embrace new ideas and technology. On the reverse side, the theory of ecological modernization emphasizes the organizational structure by trying to strike a balance between the economy and the environment that is a top management choice. In addition to compare to their devastation or dismantlement, the theory does envision a method of gradually modernizing the institutions of modern day society. According to the ecological modernization hypothesis, an economic shift must take place at both the macroeconomic and microeconomic levels of the economy, primarily via the adoption of cutting-edge, environmentally friendly technologies by specific businesses. The institutional theory, on the contrary, concentrates on by breaking it down that institutions are composed of three pillars; cultural-cognitive which is based on widespread opinions, regulation that is the use of regulations, laws, and penalties, and the normative pillar which concentrates on

principles in the organization's structure. As the Mc Kinsey theory focuses on organization structure and the interaction of the 7's within the organization. On the other side, the implementation of emerging technologies throughout the various industries is the primary objective of the notion of innovation diffusion echelons of the organization structure whereas ecological modernization theory emphasizes about responsiveness to the environment that comes as a result of individual's activities or organizational activities.

#### **2.2.6 Overall Theory that Guided the Study**

Mc Kinsey 7S framework theory served as the research's overarching guiding principle.

The theory promotes how firms are set up and provide information on who belongs to whom, the systems that staff members use on a regular basis to complete their tasks, and the processes they follow. The model may be helpful in determining what requires to be aligned to enhance effectiveness or to keep congruence (and effectiveness) during other sorts of change. Any kind of change, including the organizational mergers, leadership changes, reorganization, new systems, and so forth. The model may be employed as well to comprehend the relationships between organizational components, ensuring that modifications undertaken in one area have a wider influence. The model may be employed as well to comprehend the relationships between organization components, to guarantee the wider effects of modifications made to a particular domain are taken into account. The model is also useful in a wide range of instances in which line is necessary, such as enhancing organizational efficiency, assessing the impact of futuristic shifts on the organization, as well as offering an outline for recommendations in situations involving mergers and acquisitions that involve striking an alignment between the organization's main processes and the execution of a strategic plan. The concept would be successfully used with a variety of groups, teams, or organizations.

## **2.3 Conceptual Review of Variables**

### **2.3.1 Strategic Procurement Planning**

Ogwang (2017) defines purchasing planning as the procedure of selecting what to purchase, how to do so, as well as from whom. The purchasing planning act, which is one among the essential procedures for purchasing activities, offers fertile ground for fostering the growth of local administrative duties and enhanced customer service, according to Basheka (2004). Planning, according to Chepkesis and Keitany (2018), provides value in terms of money, encourages proper use of resources, speeds up decision-making, and supports innovation because it is a time-saving problem-solving strategy. An approach to purchasing can assist with the execution of the budget and allotment of funds plan by removing or reducing exorbitant budgets and making sure that purchasing initiated whenever there is adequate funds (Ogwel, Iravo, & Lagat, 2010). Bailey (2000) asserts that purchasing should approach its function in the organization as an entire entity, which involves planning, in a manner that is highly competent. The process of purchasing planning includes, among other things, ascertaining if requirements about specific goods, works, or services, in guaranteeing purchasing body the legal mandate in carrying out purchases, and gathering crucial data. According to James (2004), planning for procurement can be carried out in a context that is fully harmonious and in accordance with planning principles. He asserts that inquiries regarding what will be procured when it will be procured, where it will come from, while the finances will become accessible, the means of procurement to be used, delay as well as how it will impact consumers of products the purchasing and disposal firm, should all be anticipated in the process of purchasing procedure efficiency, plus individuals that will participate in procuring process.

In accordance with Basheka (2008), the first operation that prepares the ground for subsequent purchasing actions is planning for procurement. Based to his research, two metrics of responsibility and participation show that a mistake in planning for procurement will significantly affect local administration. The foundation for achieving satisfactory service delivery to the general public and, in turn, raising the level of assistance requirements that can be met at the local level is effective planning for procurement (Mawhood, 2013). The general Public Procurement Law has to be maintained, and purchasing should be based on careful preparation. According to Metobo (2016), procuring is supposed to be done in a manner which citizens will have an access to the best services and is not employed to plunder public funds. In accordance with Agaba and Shipman (2007) defined procurement planning to be the procedure in which businesses or government entities schedule their procurement operations within a predetermined timescale, which is frequently carried out within the context of budgeting. In each fiscal year, divisions must budget for personnel, costs, and what ought to be bought.

Among the important purchasing procedures is planning for procurement that contains impactful opportunity delivery of service and thus improvement of County Government operations. It is a role that spreads throughout county governments' whole acquisition and procurement processes (Basheka, 2010). Burt et al. (2004) defined planning for purchasing as the procedure that institutions acquire supplies of goods and services from outside vendors. A sound procurement strategy is necessary to get the most value for your money specifies how to get to those prospective suppliers for contracts to be entered into by stating the buying entity's requirements. In accordance with PPADA (2015), Purchasing entities should plan their purchases and that a purchasing strategy will help procurement

Organizations in achieving the greatest value for money and spending thereby allowing the organizations to determine and handle every pertinent issue related to a specific purchasing prior to publicly posting their purchasing notices to possible vendors for supplies of goods, works, and services.

Garvin (2003) asserts that the employment of five unique advances which include product advance, the transcendence update, manufacturing based advance, the user-based advance, and value-based advanced is necessary for describing quality. The transcendent progress contrasts natural difference and superiority: Product-based advancement increases brilliance as the complete amount of a commodity's desired characteristics: The consumer-based advancement defines high-quality items as those that best meet customer needs. Needs evaluation is "a methodical procedure which establishes and answers those requirements or gaps within current circumstances and the envisioned conditions," according to Harvey (2008).

He claims that it is crucial for the County procurement unit because it works well in determining suitable actions via open identity about issues in ensuring that finite resources (Before Budgeting appropriations) are given priority towards development actual delivery of workable and applicable feasible as well as applied solutions about identified works and also guarantee monies obtainable will be utilized appropriately. The necessity analysis shows why we intend to obtain the necessities. Starting with the purchasing processes requires defining the justifications for the requirement to buy goods and preparing for the hazards involved (Hyatt & Berente, 2017). Needs assessment, accordance to (Ezeh, 2012), refers to an identified procedure for identifying, giving the gaps between current circumstances and desired outcomes.

Budgeting, outlined by Kariuki and Wabala (2021), is the process by which a County government or other political institution creates a document outlining its projected income and intended expenditures for the coming fiscal year. The first phase in the process of procurement planning is for divisions of public organizations to budget for staff, expenditures, and purchases prior to the start of each fiscal year (Burt et al., 2004). By means of the provision of sufficient education and workshops on the significance of establishing specific requirements that ought to be in line with purchasing and asset disposal Act 2015, top management involvement in organizations is crucial in highlighting the significance of following the processes and understanding obvious requirements for the user departments in the purchasing procedures of institutions (Salim & Kitheka, 2019).

### **2.3.2 Information Technology**

Information technology (IT) is now widely recognized as a key tool for boosting a nation's competitiveness in the global economy. There is general agreement that IT had a considerable impact on company efficiency. Only if and when IT are broadly accepted and utilized will these consequences be seen (Oliveira & Martins 2011).

Burt and Doyle (2003) identified a variety of e-purchasing's strategic goals. The goals were decreasing risks, comprehensive management of costs, technological availability and control, and continual enhancement of quality. By allowing vendors from the globe to competing for a procuring business, electronic sourcing has the potential to lower purchasing prices, reduce time, help expedite the process of bidding, and improve the efficiency of an organization (Smart & Harrison, 2003). According to Ayantoyinbo (2015), the majority of logistics companies use low-tech equipment, making up a significant portion of their IT usage. A smaller percentage of firms, however, use advanced technology

for collecting data due to the high price of purchase and lack of government facilities support.

According to a study done in (2013) by Mutinga, electronic purchasing minimizes the amount of time needed to source goods, as well as the associated costs of administration and the price of the tender. A well-structured information and communication technology (ICT) strategy will assist a firm manage its technical and operational aspects as well as its political and social endeavors, handling data, security, privacy, purchasing, and inventory control (Radonji & Reuben, 2019). According to Wairiuko, Nyonje, and Omulo (2018) asserts that the Kenyan government ought to develop ICT guidelines or policy expressly for devolved administrations so as to solve issues including insufficient facilities, slow networks, and power outages. According to Karungani (2017) ICT plays an important role in increasing efficiency, facilitating communication, improving monitoring, and control and enhances delivery of service. Hu and Plant (2011) pointed to the fact that the prospect of improved competitiveness is the primary impetus behind this extensive investment in information and communication technology infrastructure. Oyelaran & Barclay (2014) claim that technological use barriers including a lack of ICT infrastructure and financial repercussions are to blame for the low density of ICT adoption. The availability of IT infrastructure is essential for effective implementation of e-government, according to Altameem, Zairi, and Alshawi's (2006) observation. The importance of IT infrastructure is attributed to its important link to data and skills convergence necessary for e-government adaptability (Kim & Lee, 2004).

In accordance with English (2005), every worker need be informed ICT safety hazards in line with the possible repercussions of any deviations of security in order to maintain

assurance, and this in turn helps to secure transactional secrecy. The constant advancement of technology and significant monetary investments in ICT have contributed to a growth in the demand for a variety of human ICT abilities, and throughout the last few decades, numerous research have been conducted in an effort to solve this issue (Anandarajan, 2013). The workplace surroundings, views on employee experience and familiarity with ICT, employees' wants and needs for training in ICT, usage of brand technology, the employees' orientation, the ICT linked aspects, according to Radonji and Reuben (2019), all increase the efficiency of workers.

### **2.3.3 Green Procurement**

In accordance with Shilungu and Mironga (2019), county governments' purchasing departments should make sure that just qualified environmentally friendly providers are approved to supply environmentally friendly commodities and service within the county in order to boost sustainable purchasing operations. In addition, it was claimed that all county governments have to strictly enforce environmentally friendly purchasing laws in order to guarantee safeguarding of the environment and biodiversity.

Alshura and Awadeh (2016) state that picking environmentally friendly vendors involves selecting those whose products or services are ecologically sensitive. They assert that this results in superior price savings, high-quality goods, and customer support for an environmentally conscious reputation, assuring successful green procurement. In order to enhance an organization's reputation among its clients, according to Botta (2018), purchasing to be able to guarantee that the Vendors selected produce materials that are extremely reclaimable, reusable, and recyclable, executives who are ecologically concerned must be positioned at the forefront of the operations of their company. According to Omoruyi (2019), creating a system for managing the environment that is

responsive towards both economic maximization and environmental advantages is the underlying justification behind the need and importance for environmentally friendly purchasing. That businesses must adhere to ecological rules in their operations to protect the environment. Deterioration of the environment might be caused in part by the absence of defined environmental legislation. He continued by stating that waste elimination is the goal of environmentally friendly procurement, and as a result, strategic measures are developed to assure effectiveness and reduce costs.

According to Mangula (2019), the government has the purchasing power to facilitate the achievement of policy objectives which can enable preservation of ecology through persuading environmental friendly buying. The research, nevertheless, used a case research approach, which was deemed inappropriate for the current investigation. Wong, Chan, and Wadu (2016) claim that required environmental law is an important consideration in the adoption of sustainable buying. More importantly, through close involvement of vendors to provide information on the durability of materials is required to guarantee conformity. The breadth and responsibility of the products included in the environmentally friendly labeling system must also be upgraded in order to conduct green buying. The findings suggest that more eco-friendly or recyclable components should be used more frequently during building contracts.

As a consequence, operations related to supply chain management that conveniently enable product re-use, reuse and recycling, and reduction of resources instead of abandoning it lead to the emergence of environmentally conscious purchasing as both firms and governments seek innovative methods to do so (Ahsan & Rahman 2017). A number of entities in the Republic of South Africa were compelled to comply with laws involving the

management of the national environment, ecological diversity Act, air quality Acts, and unified coastline leadership, even though they continue to be projected to stay competitive (Government Gazette 2017). This is done with the goal to guarantee adhering to and incorporation of environmentally friendly methods into the purchasing processes.

Jum'a, Zimon, and Ikram (2021) highlighted that while seeking sustainable growth has made it possible for manufacturers to compete with one another, embracing environmentally friendly techniques continues to be a major worry owing to financial constraints. The elimination of materials that are not biodegradable has been a problem, according to Kipkorir (2015) and Nderitu (2014), who also found that the majority of Kenyan organizations have only partially embraced environmentally friendly purchasing methods. In an effort to follow environmentally friendly purchasing guidelines, businesses must guarantee that supplies are disposed of in a way that does not harm the surroundings. Environmentally conscious or using green reverse logistics refers to the procedure of arranging for the flow involving goods in development, finished products, wastes, related statistics regarding the source of consumption up to the point where the starting of the aim of recovering the main advantage or properly getting rid of them to minimize environmental impact (Umeda et al., 2003). The process of reverse logistics also includes the transfer of defective goods to ensure substitution, the gathering of dangerous components to ensure proper disposal, and the reuse or re-processing of materials that have been destroyed (Umeda et al., 2003).

#### **2.3.4 Procurement Law**

Due to improvements in rules, requests from stakeholders, and various other managerial frameworks, the concept of public procurement has undergone substantial changes in Kenya since independence (PPADA, 2015). As a consequence of new rules passed by the

legislature, significant improvements are being made throughout numerous state ministries. Significant modifications have been implemented in Kenya as a consequence of an elevated incidence of theft of public money and misconduct with the aim of reestablishing confidence among citizens about utilization of public coffers. The PPADA of 2005 having been replaced with Public Procurement Law of 2015 as a consequence of these defeats thereby helping to provide, among additional amenities. The PPADA has been applied by state-owned companies, 2015 principles, which provide general guidelines for asset management, inventory management, asset disposal, and contract performance. Design competitions, two-stage tendering, force accounts, electronic reverse auctions, framework agreements, and competitive discussions are all included in the PPADA (2015). The Purchasing law 2015 was merely enacted by provisions of Parliament as stipulated in Article 227, claims PPOA (2016). The Act lays out guidelines for each state agency and government entities with regard to asset disposal and public procurement. The Constitution's ideas and tenets serve as the foundation for the principles. It describes the standards which have to be met when choosing supplies and providers for use by government agencies. Manasse (2021) discovered that the Agricultural and Food Authority (AFA) in his investigation on the effects of Kenya's state businesses' financial oversight on the procurement Act, 2015. A descriptive research methodology was employed during the examination. With 186 respondents operating in the Administration, Transport, Finance, Research, and Production Departments as the population of interest, the study used stratified sampling to choose managers and other staff at AFA national headquarters. With the help of well-organized surveys, primary data was acquired. The study indicated that openness, value of the services plus products purchased, length of lead time of the things

purchased, and the quality of the goods purchased all had an impact on the financial management of State Entities.

Additionally, according to Mcloughlin and Batley (2012), procurement Act of year 2015 outlines moral value that purchasing practitioners within public sector should adhere to, as well as way by which vendors must carry out their activities in order get the public tenders. The laws outlined within PPADA, 2015 must be scrupulously followed by any person undertaking a Procurement contract to guarantee prudence in public monies are used responsibly. The Act also establishes reporting structures to assist various stakeholders in making informed judgments during the Procurement process.

Munywoki (2016) claims that developing sustainability in public Procurement necessitates the maintenance of efficient, transparent, and accountable systems. Public Procurement helps to achieve development goals such as poverty eradication, education infrastructure, health care provision, and other services, all of which contribute significantly to better use of public resources. In order to achieve maximum usage, caution must be exercised, particularly in developing nations with limited resources.

### **2.3.5 Service delivery**

Christensen, Germain and Birou (2007) asserts that one way to dwindle innovator situations is through reducing the delivery lead times. That fiscal earnings can also be achieved by the associations through design lead time reductions which focuses on cost savings. Agrawal, Sengupta, and Shanker (2009) and Zipkin (2000) argue that longer lead-time has an effect of adding task complexity in multiple ways, similar as force control and order decision. This has ultimate goods on the enterprises' capability to respond to unanticipated dislocations and as similar, enterprises need to plan for redundant coffers in

order to fight this dislocations in cases of prolonged lead- time (So & Zheng, 2003; Song, Zhang, Hou, & Wang, 2010).

Rumyantsev and Netessine (2007) established that inventory level had a positive effect on lead- time amongst eight segments of industry that were delved. Chopra *etal.* (2004) asserts that by shortening lead- time it increases effectiveness through dwindling base- stock position when compared to reduction of ordering and delivery time in case of high variation of client demand. These studies allude to the same concept that is the quicker an order replacement is made, the less the required safety stock is needed to prevent against demand variations. Longer lead times negate the benefit of responding to disruptions within the supply chains therefore the complete absence of on time information about disruption events, cycle time of upstream suppliers could beget detainments in responding towards disruptions, which is pivotal to downstream clients in easing the disruption impact (Schmitt & Singh, 2012).

Agrawal *etal* (2009) asserts that longer lead- time could increase supply inefficiency since enterprises that have longer delivery lead- time could be faced with lesser pitfalls with respect to supply-chain interruptions caused by insufficient supply chain management. The meaning of transparency brings out three conceits which is transparency that is a public value that's accepted within society in order to fight misuse of funds, transparency is same with decision making by governments and is a useful tool in proper governance in programs therefore transparency promotes openness, it raises concerns about secrecy and privacy (Carolyn, 2009). Policymakers do create transparency in line with responsibility and effectiveness. This study establishes the meaning does not influence the manner by which association members should conduct themselves including the daily conditioning

and the way programs are built (Carolyn, 2009). Other researchers argue that openness results to further trust Meijer et al. (2012) whereas Fung and Weil (2010) asserted that public sector openness that is to focus on responsibility, draws a lot of concern pertaining to public sector miscalculations. By pushing for openness it may have far reaching repercussion of delegitimizing public sector activities (Fung & Weil, 2010).

The use of internet in promoting translucency makes sense due to IT capability since it addresses the hopes of many persons of the public (Jaeger & Bertot, 2010). Transparency adduces to unfettered public access to dependable, real time data about opinions regarding public sector efficiency (Armstrong, 2005).

Transparency gives a vital need for a cutting-edge purchasing system. It provides information to the general public on how to obtain the law, policies, regulations, and practices of government agency purchasing. Lack of transparency in government spending is one of the main obstacles to long-term growth that is profitable. According to Shu, Othman, Omar, Abdul, and Husna (2011), the absence of transparency in purchasing can lead to unwholesome conditioning that includes misconduct, disgrace, and abuse of the public's money. According to OECD (2007) translucency is considered as the most effective means of inhibiting corruption and a pre-condition in icing public officers' are accountability. In moment's competitive terrain, effective supplier evaluation process is vital in enhancing supplier trustability in order to insure the success of any association (Liu & Hai, 2010). Suppliers retain varied strengths and sins, hence it requires a careful assessment by the purchasing realities before ranking can be given to them. Hence, every decision has to be integrated by trading-off the performance of suppliers at each force chain stage (Liu & Hai, 2010). In choosing the right supplier, it enhances supplier trustability. For

case, associations should estimate the most applicable suppliers with reference to the product capacity of all the implicit suppliers and make long- term and profitable connections (Wang & Yih, 2012). According to Semra (2011) the part and responsibility of procurement units have endured change that's significant in moment's competitive terrain because it has come necessary to deal with dependable suppliers who give quality and just in time deliveries through supplying raw accoutrements, corridor and products.

### **2.3.6 County Governments in Kenya**

In accordance with the eleventh chapter of Kenya's new the constitution, which was adopted in 2010, the forty-seven counties of Kenya were established with the goals of promoting democratic and accountable government, ensuring that communities' rights are respected and that that they oversee their personal matters for the development of their own activities, and facilitating decency. The County Executive and the County Assembly are both crucial parts of County Government, based on the County Government Act of 2012. The County Executive is headed by the County Governor, who appoints members of the Executive with the consent of the County Assembly to carry out tasks like performing Executive duties in accordance with Article 183 of the Constitution, as well as any additional duties which has to be performed by the county governments from the National Government provided for in Article 187 of the Constitution, as well as deciding on and hiring public servants as envisaged through Article 235 of the Kenyan Constitution. A county government may negotiate for, purchase, rent, or lease any land, and may delegate to its representatives, dispersed units, or other county bodies any related responsibilities. To ensure the delivery of services in the Counties, a County Government may contract with a firm, company, or any other entity for the provision of a service or contract with qualified persons for the provision of such services. On the other hand, the County Assembly is

empowered by Article 185 of the constitution to review and support the County Governor's nominees for public office, to approve the County Government's budget and spending, to support borrowing from outside sources as stipulated by article 212 of the constitution of Kenya, and to also approve the County's development planning. There is a County Governor who is assisted by a Deputy County Governor, in accordance with the County Governments Act of 2012, which introduced the county government framework. These two people makes up the County Executive Committee. The County Governments are further separated into urban areas as well as cities that are part of the Counties, sub-counties that have characteristics similar to the constituencies within the Counties, wards created as stipulated by article 89 of the Kenyan constitution Section 26, that entails village units as may be considered through County Assemblies of respective County, or additional units as established by the respective County Assembly to guarantee service delivery.

## **2.4 Empirical Literature Review**

### **2.4.1 Strategic Procurement planning and service delivery**

A study on strategic planning, procurement strategy, and strategic relationships among industrial enterprises in East Java, Indonesia, was conducted by Tarigan and Siagian (2021). The research adopted a survey design approach. The variables under study were Partnerships, procurement strategies, and strategic alliances which had positive and significant relationships. The findings additionally demonstrated that strategic collaboration of suppliers in the business operations of the concerned organizations was sparked by the procurement strategy's routine review of vendor capabilities. While in their study, strategic procurement planning represented the main independent variable, the focus of the present study utilized it as the construct upon which detailed review was conducted.

Deepradit, Ongkunaruk and Pisuchpen (2020) in a study on strategic procurement planning in a Coconut Manufacturing Company located in Thailand. The study adopted a mathematical model which was deterministic and stochastic. It was established that planning for procurement activities aids firms and farmers achieve right price, right supplies quantity, and uncertainty brought by demand and plan to counter optimally. The research was conducted within manufacturing firms compared to the present study which was undertaken in county governments. The study was done within manufacturing industry and further it utilized a mathematical model view whereas the present study used explanatory research design.

Wasiew (2021) in his study conducted in Bangladesh, the main data for the study was obtained through review of secondary data found on the organizations existing archives. Automation was found to significantly and favorably impact Bangladeshi business performance. The study depended on secondary data only, compared to the present study that made use of both primary and secondary data.

Dabbaghi (2020) conducted a study among the Iranian oil Terminal Company. The study adopted a balanced scorecard approach and outcome presented in a step by step manner. The interviews were semi-structured, and they served as a method for gathering data. The success of Iranian oil businesses was found to be positively associated with procurement planning. However it was conducted in the Oil Company. It further utilized a balanced scorecard approach that was found not fitting for the current study.

In Ondo state, Nigeria, Adedeji (2020) investigated the impact of planning for purchases on a number of agricultural firms. Data analysed was done through descriptive statistics. According to that data, the majority of the organizations had poor nonfunctional Enterprise

Resource Planning (ERP) system which is used in the procurement proceedings. It was revealed that all of the highlighted setbacks had a significant impact on the performance of agricultural enterprises. However, in contrast to the present study, which was done in county governments, the results of the research were anchored on agricultural enterprises. Misheck (2017) found that the local authority's service delivery was significantly and favorably impacted by procurement strategy. Despite being a case study, the researcher used a Census study and sampled respondents. This was deemed improper for determining the study's conclusions.

With respect to the activities of the Agriculture Development Bank (ADB), Poku (2012) examined the influence of the strategic plan on efficiency and efficacy of Ghana's Agricultural Development Bank. In this study, primary and secondary information were both utilized. The probe also showed that personnel at ADB either had little knowledge of program assessment or, more accurately, showed a blatant contempt for it. However, the study was conducted in the banking industry, adopted a case study design, which prevented generalizing its findings.

In an analysis "The Impact of Purchasing Planning on the Firm performances in the Context of Ethiopian Grade One Building Contractors," Gemechu (2018) examined this issue. Several variables were established to be useful predictors of purchasing strategy: thoroughness of procurement planning, time frame for purchasing preparation, effectiveness of purchasing preparation, adaptability of purchasing preparation, and commitment to preparing for procurement. Both descriptive methods and causal study approaches were employed. A survey was utilized to collect data from those surveyed, and the SPSS program was used to do inferential and descriptive statistical analysis. The results

showed that three of the five independent variables, the time frame for planned purchases, the effectiveness of such planning, and the willingness to commit to that planning have a substantial impact on the BC1 contractors' performance as organizations. Furthermore, when contacted for a review, it was discovered that the majority of BC1 contractors lack a formalized procurement unit and manual. The study, however, used a causal inquiry strategy; the current study, on the other hand, aims to use an explanation-based research methodology. Additionally, the previous study was carried out in a construction company, whereas the present study will be carried out in County Governments.

Issa (2018) sought to establish the Effects of Procurement Planning on Project Performance among Somali Humanitarian Organizations. The research adopted a descriptive research design, utilizing a population of 110 workers. For the study, a stratified random sample of 33 people was chosen. The research established a link between procurement strategy and the performance of humanitarian organizations in Somalia. Furthermore, it was done among humanitarian organizations. This present research will be conducted in county governments. Brahim, Abada, and Muhindo (2014) conducted study on the adoption of purchasing planning in government agency organizations in Tanzania. Descriptive approach was employed in the study. From the target population of 146 respondents a sample of 32 participants was selected. The performance of Tanzania Postal Bank was found to be highly impacted by procurement planning. A limited sample however was used which did not warrant the generalizing of findings. A representative sample was created for the present investigation, which was carried out in four County Governments.

In a study by Draga (2018) conducted research on (NSSF) in Uganda, the research was conducted using a cross-sectional survey design. The findings demonstrated a considerable

positive association between procurement strategy and budgetary performance at Nssf. However, the research was carried out at the NSSF. The study was done on a single entity, restricting the study findings' application to other public institutions.

In their study, Gamariel, Joseph, and Arsene's (2021) investigated the association between an organizations effectiveness and procurement planning procedures at the Rwandan Public Procurement Agency in Kigali, the country's capital. After reviewing the relevant literature, data was gathered from 34 RPPA employees who were chosen using the universal sampling technique. The performance at the Rwanda Public Procurement Authority was positively and significantly influenced by the purchasing strategy and need evaluation, the purchasing strategy schedule and cost calculation, and the recognition of the different types of contracts. However, the research did not take into account any moderators when determining the causal connection between variables and also only explored secondary data. The current study determined its number of participants using random stratification as opposed to the previous study's use of universal sample.

In a study by Mwau (2017) on the effects of purchasing strategies on organizational growth and expansion at Kenya Methodist Institution. The study did a detailed analysis of the literature on purchase planning. The study established that in order to prevent an interruption in producing goods or services, purchasing department should collaborate and build alliances with suppliers. Productivity and purchasing strategy exhibited a favorable and significant association. The study only looked at information from secondary sources, which was thought to be insufficient for the current investigation. Both primary as well as secondary data was used for the present study.

In a study done by Biwott (2017) at the Uasin Gishu County Government. A descriptive survey design was used for the investigation. There were 1170 respondents in the target population. A sample of 149 respondents was chosen via purposeful sampling. The study's findings revealed that the dependent variable use of County Development Funds was significantly positively influenced by each of the four predictor factors: needs evaluation, supplier selection, contract management, and feedback inspection. It also claimed that the needs analysis performed by the buying department aids in the efficient utilization of county development funds. In contrast to the subject county, the current inquiry used stratified random sampling to conduct its study in four counties.

In a study carried out by Kariuki and Wabala (2021) on procurement planning and performance, the researcher used explanatory research approach. The research target population consisted of 405 individuals from 24 selected Counties. The number of participants that made up the study's sample analysis were 213 workers. The researcher found out that risk management, need assessment, and financial management had a significant and positive impact on how successfully county governments carry out their purchasing tasks. The exploratory methodology was adopted for the current investigation. The primary independent variable considered was procurement planning while in the current study it was adopted as a construct of the main independent variable. The research made the assumption that a more direct association between the variables, but the current study used Public procurement Act and Regulations regarding procurement as a moderator variable.

Salim and Kitheka (2019) carried out a research concerning impact of purchasing strategy on state corporation purchasing efficiency in the County government of Mombasa, Kenya.

The study used random sampling with stratification to select a set of participants that was representative of the entire population, while adopting descriptive design. The 34 state-owned enterprises in the county of Mombasa provided the middle- to senior-level staff that made up the 204 employees that made up the target demographic. In Kenya's Mombasa County, it was shown that defining procurement needs significantly affected how effectively state companies performed in terms of procurement. This was consistent with the findings of (Gamariel et al, 2021). It established that effectiveness of state companies in the county of Mombasa, Kenya, in terms of purchasing had a significant impact on their procurement budgetary expenses & projections. Procurement planning served as the primary predictor variable in their current investigation while in the current study it served as a construct of the main independent variable.

#### **2.4.2 Information technology and service delivery**

In a study by Giri and Shakya (2018) focused in investigating ICT, as well as service delivery processes in Nepal'. They explored research techniques which were quantitative in nature and used a surveys to gather vital information from the governmental agency employees. With reference to the report, tooling the service providers with new ICT tools and systems necessitated continual capacity-building initiatives.

Furthermore, it was realized that through collaborations, linkage, and linkages within public sector agencies can improve the effectiveness with which information and communication technologies are employed to deliver public services across agencies, divisions, and corporate entities. Unlike the prior study, which used a survey-based strategy, present research employed explanatory methodologies. Moreover, that report did not ever revealed the criteria used to sample the study's participants. It also established that through collaborating, linkage, and inter linkages among public agencies can improve the

effectiveness with which information and communication technologies are used to deliver public services corporate institutions. Contrastly from the research, which had a survey-design, this study used explanatory methodologies. Furthermore, it did not state how the study's sample was arrive at.

Wimble and Singh (2015) examined how IT influences and Firm's Success. Their research utilized an exploratory approach. The results demonstrated a positive association all industry-related variables with the association between firm-level IT and achievement. They did a research in Asian-based organizations. The focus of my study was on four devolved governments from Western Region, Kenya.

Bagheri, Hamid, Rezaei, and Mardani (2012) examined the relationship between IT investments, business success, innovation, and firm growth, utilizing top Iranian manufacturers as a case study. In relation to the study's outcome, IT enhances a company's potential to innovate. Innovations tends to be the major driver of a firms operation and fiscal success. A survey design was adopted in their study. The research depicted the firm's expansion vastly diminished the influence about IT and innovation. Furthermore, the study found that technological innovation had an impact on company growth. Nonetheless, the research was done within manufacturing firms. Growth of firms was used as a moderating variable; however, the present study, public procurement law was used as a moderator.

Slim, Sarah, Kadhim, Ali, Hammood, and Othman (2020) published their findings on how IT elements affect the effectiveness of SMEs in Iraq. The inquiry carried out employed the use of a digital survey. The study established an association between SMEs performance and adoption of IT. In this study, an explanatory research design was employed.

In their paper, the significance of IT in Customer' Delivery of Services and Company Performance: Evidence from Nigeria's Insurance Industry, (Idris, Olumoko, & Ajemunigbohun, 2013), the investigation used a survey research approach and included 112 people in its study sample. The survey found that despite the amount of awareness generated, which suggests a low level of business connection, the majority of clients rarely use online services when engaging with Nigerian insurance companies. The research established a strong and favorable association between technological advances and insurance company performance in Nigeria. Yet, the research was done within insurance companies. In contrast to the present research which used an explanatory research design, the previous study used a survey approach.

In a similar study by Oladejo and Adereti (2010) who examined IT effect on the success of microfinance firms in Ogun State, Nigeria. The survey method was used in this investigation. There are 427 registered MFBs in Nigeria, thus four were picked as the representative group. According to the study, significant huge investments in IT are associated with the recent upsurge in efficacy and effectiveness in Nigeria's micro banking business. The findings of the research could not be generalized because the sample size is considered inadequate to represent the views of the population. Furthermore, current research focused on Kenyan county governments, while in their study focus was on microfinance institutions.

A study done by Addo and Agyepong (2020) on ICT and provision of healthcare services of Ghanaian Publicly owned Hospitals. The study looked at independent variables such as worker attitude as well as Knowledge, and the use of ICT. A survey tool that had semi-structured questions was distributed to 50 persons using a stratified random sample

approach. Applications of information and communication technology (ICT) have been shown to speed up medical diagnosis, reduce workload, reduce patients waiting times, and improve access to information. It has been demonstrated that IT aids decision making within the health sector. In addition, it was demonstrated that IT faces setbacks such as insufficient power supply, IT necessary infrastructure, the required skills. Presently the study was done among the devolved units, contrastly to the health industry, in which it was done. Furthermore, the study was done as a case study in the republic of Ghana when compared to the present study which was conducted on four devolved units in the Western Region, Kenya.

Nigussie (2015) conducted a study on ICT impact on private Banks in Ethiopia and established the implementation of IT had a close association which was positive on efficiency of Ethiopian privately owned banks function in terms of fulfilling clients' needs while also improving effectiveness of their employees. The study adopted as a case study approach within the banking industry thus, the results could not be applied to other public organizations.

According to a study on Information Communication Technology use on Small Micro Enterprises in Rwanda Mukamanzi and Ndikubwimana (2018) established that potential benefits, ICT experience and abilities and support from government were utilized to assess ICT adoption. The investigation's approach was cross-sectional. Surveys were used to collect information. The statistical application SPSS was utilized for entry of data and analysis. Potential benefits, ICT knowledge and talents, and government support all have a substantial impact on ICT adoption. This was congruent with Addo and Agyepong (2020)

results; nevertheless, the study lacked a theoretical underpinning and examined a direct association among the variables without the use of a moderator.

Donat (2015) examined how technologies affected the relationship between organizational strategy and achievement while developing core competencies in Ugandan small and medium-sized businesses (SME's). The research critically analyzed the literature, and its findings suggested that SME performance varied depending on the business strategies chosen, which led to the development of core competencies in relation to their competitive advantages. The present study, however, was done in the devolved units, while the previous study conducted in Ugandan focused on SMEs. Since the primary source of data for the study was a thorough assessment of existing literature, this was in contrast to the present study where Primary data was used.

In a study by Zephania (2018) in a study on IT impact on Logistics Firms in Tanzania, a cross-sectional survey design was used in the study. Ninety people in total were chosen to take part in the poll. The quality of the system, accuracy of data, and service quality all impacted how well logistics companies performed. The present study, nevertheless, will be done in County Governments. In furtherance the present research adopted explanatory research design. The study's was conducted on a single-entity thus limiting the generalization of its findings.

Information technology uses and the financial results of government entities in Rwanda were studied by (Ndayambaje, 2014). A descriptive as well as analytical methodology was used in the investigation. 150 RBA personnel were the study population of interest, and a method known as purposeful sampling was utilized to determine a sample of 60 RBA employees. It was established from the research that the use of IT applications in RBA have

a variety of positive effects on financial results as a result of the way that things are carried out in terms of excellence, speed, and accuracy. However, by study concentrating on a single organization, it limited the applicability of its results to other public organizations. In Nairobi County, Kenya, Wilson, Iravo, Tirimba, and Ombui (2015) investigated how information technology impacted the achievement of logistics businesses. A descriptive survey methodology was employed in the study. In Nairobi, 10 logistics companies were chosen for the study. Technology-related aspects considerably and positively affected the effectiveness of logistics companies in the county of Nairobi. The preciseness of the study results was nonetheless compromised by the study's finite sample size.

Kimani (2021) investigated how the use of IT has impacted the financial services sector. In the study, desk study evaluation was used. The study found that the productivity of banks is impacted by IT use. The current study was conducted among county governments of Western Region, Kenya. Further, explanatory research methodology was used for the current investigation.

In Kenya's Kitui County, Munyao (2017) looked into how use of digital technology impacted the accomplishments of local groups. The research employed a descriptive methodology. The population of interest consisted of 168 executives, and an 85-person sample size was chosen by stratified random selection. The results of the research indicated that management support, governmental policy, and IT frameworks all had an effect on the way community-based organizations operated. The Resource-Based Theory, Technology Fit Theory, and Decomposed Theory of planned behavior served as the study's theoretical foundations. The current research conducted made use of the Mckinsey 7-s model, the

diffusion of innovations theory, institution theory and the ecological modernization theory and more so four counties were included in the study.

According to Chemutai and Chebet (2019), utilizing Nairobi Huduma Center as a case study, the main aim of the research was to ascertain whether technology and financial accessibility affected the delivery of services in Kenyan government organizations. Descriptive research methods were employed in the study. As 59 respondents were chosen at random from the target group of 198 staff members, the study used random sampling with stratification. It was established that information technology has an impact on how well government entities deliver services. The study failed to encompass any service delivery measures. The study's case study technique had a limit on how widely the findings could be applied. A moderator was not utilized in the study to examine the relationship between the predictor and dependent variables.

#### **2.4.3 Green Procurement and service delivery**

Tiwari (2019) examined the variables affecting sustainable buying procedures at Malaysian manufacturing companies. Through research into the available literature on sustainable purchasing, an online survey was created and distributed to 170 Malaysian manufacturing companies. Statistical Package for the Social Sciences (SPSS) was used for analyzing the responses. The results showed that the primary drivers of SP procedures were regulatory pressure and customer pressure. Regulation-related pressure in particular had the greatest effect on SP procedures. Nevertheless, the research did not state how the manufacturing firms were sampled. The investigation additionally relied on questionnaires submitted online and did not take the response rate into consideration, which limited the accuracy of the results.

Jum'a, Zimon, and Ikram, (2021) in a study on Supply Chain Practices, Environmental Sustainability and Financial Performance: Evidence from Manufacturing Companies in Jordan. A quantitative survey approach was adopted. The hypothesis tested using structural equation modeling (SEM) approach on a sum of 376 sampled. The results depicted that supply chain strategies, including customer relationships, delay, sharing of data levels, and information quality, had an impact on the sustainability of the environment. On the other side, financial performance was significantly impacted by the sustainability of the environment. The association amongst all of the supply chain leadership strategies and financial success, with the possible exception of the strategic relationship with supplier's dimension, is moderated by the sustainability of the environment. In contrast to the present study, which adopted procurement law as a moderating factor, the previous study used environmental sustainability as the moderator variable and whereas the present investigation was conducted in counties the previous study was done among manufacturing companies.

In a similar study by Tarigan, Tanuwijaya, and Siagian, (2020) on sustainable purchasing and its impact on Green Performance in Hotels in Indonesia. The study used a survey approach. The investigation used a method of non-probability sampling, that does not provide give every unit in a research population an equal chance to participate. The findings showed that upper-management focus does enhance supplier cooperation and green purchasing implementation, whereas sustainable buying was enhanced by supplier collaboration. The investigation did not take any moderators into account. The current study employed stratified random sampling method to choose a sample which was

representative of the population while the moderator for this discussion was Public Procurement Law.

The impact of environmentally friendly supply chain administration strategies on environmental success of Vietnamese construction material manufacturing companies was studied by (Lea, 2019). Descriptive research was used in their research. The outcome of the research depicted that while environmentally friendly purchases had a favorable effect on social and economic efficiency did not have an influence on the environment's performance, green design and environmentally friendly production had all positive and substantial benefits on the three areas of outcome. The outcomes also shown practically that there was a link between performance on the environment and green distribution. Green purchasing was utilized as the primary predictor variable while in the current study adopted it as a construct of the main predictor variable. The investigation was also conducted in Vietnamese industrial companies while in the current investigation it was carried out in county governments.

In a study on "An assessment of Sustainable Purchase Procedures among Mining Corporations' Healthcare in Ghana: A Descriptive analysis," by Guo, Sarpong, and Antwi (2019). A qualitative approach was deployed in the investigation. The research outcome revealed that changes in purchasers' habits were less dependent on whether they understood legislation, tools, and processes, but rather on whether they actually applied their knowledge. The study, however, made no attempt to account for the moderator and assumed a straight relationship between the variables. The present research was conducted among devolved Governments, compared to the one undertaken among mining hospitals.

A comprehensive review of empirical research has shown that adopting an environmentally friendly management philosophy has a variety of effects as in accordance to a study by Anane (2020) on sustainable purchasing Practices and how it impacts Organisational Performance. A structured survey tool was utilized in gathering primary data out of 160 workers forming part of study's quantitative research methodology. The research found that one important factor influencing company performance was purchasing sustainably. Additionally, the research found that cooperation between suppliers significantly impacted the company's success. Additionally, it was discovered that supplier alliances greatly influenced the link between ethical purchasing and organizational success. This is counter to the research by (Tiwari, 2019). Nevertheless, the research's primary independent variable was green procurement. Omoruyi (2019) investigated sustainable purchasing and CRM among Manufacturing SMEs in South Africa. A quantitative research design was adopted. A positive association between Green procurement and customer relationship management was established. The research was done was in manufacturing firms.

According to a research conducted on environmentally conscious purchasing on effectiveness of the mining sector in Sierra Leone, (Kaikai & Mose, 2020), Sustainable distribution, packaging, selection of vendors, and reverse logistics were used as metrics for sustainable purchasing. Descriptive methodology was adopted for this study. 150 purchasing members of staff from the five largest mining corporations in Sierra Leone were the study's target group. A pilot research was conducted to demonstrate the tools test for reliability as well as validity of the survey tools, which was utilized in collect primary information. For the analysis, descriptive statistics as well as inferential statistics were used. The results depicted green packaging has the greatest impact on mining performance.

There were additionally other factors that were important. Nevertheless, the investigation was carried out in the mining sector. County governments was the setting for the current investigation.

In a research conducted on Sustainability Supply Chain Administration Practices on the Success of Egyptian Companies Hamdy, Elsayed, and Elahmady (2018) employed a convenient sampling method was used for administering a survey instrument. The results showed that SSCM procedures significantly improve the efficiency of a business. The research was conducted within companies. The Devolved units were the units of study for the existing study. The research sample was arrived at via convenience method of sampling whereas stratified random sampling technique was applied for the present research.

In a research on the impact of adopting an environmentally conscious supply chain on the supply chain efficiency about agricultural manufacturing companies in Rwanda Nimpano (2021) followed a positivist research philosophy and employed both cross-sectional and explanatory research designs. A sample unit of 226 persons was acquired from a target population of 567 by stratified and simple random sampling. The results showed that adopting an ecologically friendly supply chain has a favorable and positive impact on supply chain efficiency. Furthermore, the relationship between environmentally friendly supply chain adoption and total efficiency of supply chains was considerably influenced by regulations enacted by the government. While government regulation was previously employed as a moderator, the current study used Procurement Law and Regulations. Furthermore, the study was done among manufacturing enterprises, currently the study was carried out among the devolved governments in Western Region, Kenya.

Nimpano (2021) in a study on sustainable supply chain adoption on the performance of Supply Chain among the Agricultural Manufacturing Firms of Rwanda. They used a cross-sectional and explanatory research approach in accordance to the positivist view. A sample of 226 persons was obtained from a targeted population unit of 567 using stratified and simple random sampling methods. Findings revealed that sustainable supply chain adoption has a positive effect on supply chain performance. Furthermore, institutional pressure has a strong moderating effect on the connection between green supply chain adoption as well as supply chain efficiency.

While the influence of institutions was used as a moderator, the current study used procurement law as a moderator in ascertaining the connection between the variables under consideration. The survey took place among manufacturing enterprises, and this research will be carried out among Counties in the Western Region, Kenya.

In a study on "Factors impeding Adoption of Green Purchasing in Manufacturing Industry," Nyambo and Lyimo (2019) examined these issues. A descriptive approach design was adopted in this study. The sample for the research was chosen using a probability sampling design. Findings from the research showed a favorable and positive correlation between Tanzanian brewers' performance and their use of green supply chains. While the present study was undertaken among County Governments, the previous study was conducted among manufacturing enterprises utilizing probability sampling in contrast to stratified random sampling that was adopted in this study.

Mangula (2019) used a design based on descriptive statistics in his paper, "Factors Influencing the Execution of sustainable purchasing in Tanzania. Surveys were utilized for data collection that was then examined. Results showed non-availability of institutional

employee education on sustainable purchasing and the insufficient capital to undertake sustainable practices procurement had a detrimental impact on GPSA's adoption of GPP. Although the policy on green laws is not entirely clear, it was found that the majority of employees were conversant with some of them. The new study concentrated on the four devolved governments in Western Region, Kenya.

Achuora (2020) conducted a study on Sustainable Procurement Practices and Performance in Kenyan Food and Beverage Manufacturing Firms. The study used a descriptive cross-sectional research approach to survey 180 firms selected stratifically from 217 food and beverage production companies. The investigation determined that all four environmentally friendly procurement procedures significantly affected procurement performance through reduced costs, environmental conservation, and enhanced supply quality. The study however was done in the manufacturing firms in Kenya. The study also adopted a cross sectional research design whereas the present study adopted explanatory research design.

Mutangili (2019) in a study to investigate sustainable purchasing practices in supply chain management and leadership on the performance of Kenyan government owned firms, with a focus on Kenya Airways and Kenya Pipeline. The study conducted a critical evaluation of the empirical literature to identify the paper's primary theme concepts. Green procurement techniques were shown to boost a firm's overall performance. Reverse logistics, green distribution, environmentally friendly supply selection, and green marketing were identified as having a substantial impact on the overall performance of government parastatals performance by reducing costs, cleaning the environment, and improving

supply quality. The research on focused on secondary data as its main source of information.

Pembere (2016) examined the efficiency of firms registered on the Nairobi Securities Exchange's supply chains and sustainable purchasing practices. The methodology of descriptive design was used in carrying out the research study. The adoption of green friendly buying techniques influence supply chain performance, in accordance to the findings. Increased service to customers, lower ordering costs, and less inventory on hand were all signs of improved efficiency. The current study was undertaken among County Governments. The research employed the assumption of a direct correlation between supply chain effectiveness and green procurement, whereas the current study used regulations governing procurement as a moderator variable.

Shilungu and Miroga (2019) in a study on influence of environmentally friendly purchasing methods on purchasing efficiency in the Vihiga County Government in Kenya. They adopted a descriptive study approach had a target population of 118 participants whom it were thought to have command over the procurement division in the County Government of Vihiga. It was established from the results that supplier certification greatly impacts green purchasing performance, since only eligible and approved vendors of environmentally friendly goods and services are assessed and approved for supplying counties with environmentally friendly products, and two, compliance to environmentally friendly purchasing laws by vendors registered by county procurement offices could enhance sustainable purchasing in the devolved governments. This was in agreement with the previous study by Kaikai & Mose (2020). However, Green procurement was measured as; Suppliers' certification, procurement Regulations, Ordering lead time and Sourcing

costs leaving out other measures of green procurement. The study also formulated closed ended questions, which limited the response.

#### **2.4.4 The moderating role of Public Procurement Law on the relationship between Strategic Procurement Practices and Service delivery**

Saleem, Chong, Fatima, and Khan (2017) on the moderating impact of government environmental laws on green product buying behavior in Hefei, China, the study found that the effect of moderation was evident with a significant value of .001 and demonstrated that the more customers are conversant with the laws and labeling, the more they want to be more conscious of the environment.

In the research conducted by Jaafar, Aziz, and Ramli (2016), they looked at the moderating impact of adherence of the GPP on the association between the explanatory variables and the present sustainable public purchasing (SPP) practice in Malaysia. Survey questionnaires were given to 104 government entities, and the procurement managers provided 177 responses. The expected result of the research was the degree to which purchasing conformity does not ensure the application of SPP practice, according to the hierarchical multiple regression method. The findings showed how the overall SPP practices was unlikely to alter significantly regardless of whether there was a relationship between the factors (perceived inefficiencies of the rules, acquaintance with the requirements, enforcement), and the level of compliance with government Procurement Law. The lack of a formal legislation, law, or legal structure regarding Malaysia's general SPP procedure at the time is thought to be the cause. The primary goal of the present research, nevertheless, focused on how regulations concerning procurement mediate the link between explanatory variables and sustainable public procurement (often known as "green procurement"). The research did not pay attention to service provision. Furthermore,

it was carried out in Malaysia, constraining the generalizability of the research results to the location of the current study.

In a study on the impact of the Purchasing Act of 2015 on interactions among buyers and suppliers and the efficiency of dairy processing companies, Owago, Ngacho, and Wafula (2021), explanatory research methodology was adopted using 8 large-scale milk processing businesses that operate within Nairobi County, Kenya, as the case study. The research study provided surveys to a universe of 2312 participants, who were selected from 8 milk processing businesses that operate in Nairobi County. After adjusting all potential non-responders, a sample of 375 was obtained. Both proportionate sampling and random sampling with stratification were used in the investigation. The results showed that the procurement legislation of (2015) had a substantial impact on the functioning of milk processing firms and the relationships between buyers and suppliers. It was determined that the (2015) Procurement Act moderated the association between buyer-supplier relationships and milk processing company performance. This was in contrast to the present research that aspires to determine the moderate influence of the Procurement Law and regulations on county delivery of services.

Ndung'u and Ochiri (2017) assessed Procurement Law on Customer Service Delivery in the Telecommunication Sector. Using a descriptive research approach, the study evaluated the effectiveness of laws governing procurement utilizing metrics like information technology and purchasing processes, which were developed to have a direct impact on the delivery of services. The findings indicated that the procurement method was second in importance to information technology in influencing the delivery of services efficiency. The research,

however, used Purchasing Laws as an independent variable and, furthermore, failed to collect all of its measured variables, which limited the accuracy of the study's conclusions. Mutangili, Awuor, and Cheluget (2020) used a cross-sectional survey method in an investigation into the moderating role of Procurement Law and regulations in the association between foreign procurement practices and supply chain effectiveness among related to energy organizations in Kenya. This approach sought to gather more quantitative data. The six Kenyan energy-related agencies that the Ministry of Energy identified in 2018 constituted the research study's target population. Since they were the key players in charge of managing strategic problems underneath the divisions, the study specifically examined only the top supervisors and middle-level executives. According to the research, Kenya's energy development agencies' supply chain effectiveness and foreign procurement procedures have a moderated relationship. The study concluded that the regulatory structure significantly moderated the association between international purchasing methods and the supply chain performance of Kenyan energy-related organizations. The research, nevertheless, was restricted to Kenya's energy development agencies and concentrated on international purchasing procedures.

Chepng'etich (2022) examined strategic purchasing techniques and the effectiveness of Kenya's decentralized governance systems. Ten counties including Narok, Garissa, Murang'a, Kiambu, Bomet, Nairobi, Marsabit Kisii, Nyamira, Marsabit, Kiambu, and Homa Bay were the subject of the study. A total of 186 participants made up the sample. According to the results of the research, Procurement Law moderated the relationship between strategic purchasing procedures and efficiency of the devolved governments in Kenya.

## **2.5 Summary of Gaps**

Theoretical, conceptual, and empirical investigations are presented in this chapter. To find the research gaps which the present research attempted to fill, each area carefully examined. The research used four theories under the theoretical literature. These included institutional theory, innovation diffusion theory, the theory of ecological modernization, and Mckinsey's 7s framework model. The research variables guided the selection of the theory, with the Mckinsey 7s framework model addressing strategic procurement practices, the theory of ecological modernization addressing green procurement, institutional theory addressing public purchasing laws, and the theory of innovation diffusion addressing information technology. The aforementioned theories have received a lot of attention from practitioners, scholars, as well as other authors in the fields of strategic management, development studies, among others since they have been used widely by a variety of authors.

**Table 2. 1: Summary of Research Gaps**

| <b>Research<br/>er(s)</b>                               | <b>Focus of<br/>Study</b>                                                                                                                                                                                        | <b>Methodology</b>                                                                                                      | <b>Findings</b>                                                                                                                                                          | <b>Knowledge Gaps</b>                                                                                                                    | <b>How Current Study<br/>addressed the Gaps</b>                                                                                                                                                                                  |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Procurement Planning</b>                             |                                                                                                                                                                                                                  |                                                                                                                         |                                                                                                                                                                          |                                                                                                                                          |                                                                                                                                                                                                                                  |
| Tarigan<br>and<br>Siagian<br>(2021)                     | Strategic<br>procurement<br>planning,<br>procurement<br>strategy, and<br>strategic<br>partnerships<br>on<br>the operation<br>al efficiency<br>of<br>manufacturin<br>g firms based<br>in East Java,<br>Indonesia. | The research<br>investigation used<br>a survey-design<br>approach.                                                      | Results demonstrated how<br>the strategic planning<br>process of a manufacturing<br>entity affects the<br>partnership plan and the<br>procurement plan.                  | Strategic planning was<br>used as an independent<br>variable. The research<br>used survey design<br>method. It was done in<br>Indonesia. | The present research used<br>Strategic procurement planning<br>as a construct in the main<br>independent variable. The<br>explanation research approach<br>was examined in the study.<br>Kenya was the location of the<br>study. |
| Deepradit,<br>Ongkunar<br>uk and<br>Pisuchpen<br>(2020) | Tactical<br>Purchasing<br>Planning<br>under<br>uncertainty<br>in Aromatic<br>Coconut<br>Manufacturin<br>g Company's<br>in Thai                                                                                   | The research used<br>deterministic<br>models and<br>stochastic model<br>simulation as its<br>mathematical<br>framework. | It was determined that<br>purchasing planning<br>enables businesses and<br>farmers to recognize<br>pricing, supply, and<br>demand uncertainties and<br>plan accordingly. | This research was<br>carried out within<br>manufacturing entity.<br>Study adopted a<br>mathematical model<br>approach                    | Research was done in devolved<br>Governments.<br>Study utilized explanatory<br>research design.                                                                                                                                  |
| Adedeji<br>(2020)                                       | Effect of<br>purchasing<br>strategy on                                                                                                                                                                           | For data analysis,<br>descriptive<br>statistical                                                                        | The results showed that<br>Purchasing Planning<br>significantly and favorably                                                                                            | Study however was<br>based on agricultural<br>firms                                                                                      | Study was conducted in County<br>Governments.                                                                                                                                                                                    |

|                                    |                                                                                                           |                                                                  |                                                                                                              |                                                                                                      |                                                                                                                        |
|------------------------------------|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
|                                    | the efficiency of certain Nigerian agricultural enterprises in Ondo state.                                | method was applied.                                              | affected the efficiency of Agricultural enterprises.                                                         |                                                                                                      |                                                                                                                        |
| Poku (2012)                        | Impact of strategic planning on the effectiveness and efficiency of Ghana's agricultural development bank | Census study                                                     | Performance and strategic planning were positively and significantly correlated.                             | study adopted a case study                                                                           | Study was conducted in four Counties.                                                                                  |
| Draga (2018)                       | Budgetary Effectiveness and Purchasing Planning at the National Social Security Fund (Nssf), Uganda       | Research project used a survey with cross-sectional methodology. | Findings showed a substantial positive association between Nssf's purchasing strategy and budget efficiency. | Study conducted at the National Social security fund. Study utilized cross sectional research design | Study was conducted in County Government. Study used explanatory research design.                                      |
| Gamariel, Joseph and Arsene (2021) | Procurement Planning Practices and Organizational Performance                                             | Critical literature review                                       | Findings established that Procurement planning had a positive and significant relationship with performance  | Study employed universal sampling. Sample of the study was finite                                    | Study utilized explanatory research design. Study sampled respondents from the four Counties of Western Region, Kenya. |

|                               |                                                                                                                        |                                                                                                                                                                                 |                                                                                                                                                                                              |                                                                                                                                                                                                |                                                                                                                                                                                                         |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                               | at Rwanda Public Procurement Authority in Kigali Rwanda                                                                |                                                                                                                                                                                 |                                                                                                                                                                                              |                                                                                                                                                                                                |                                                                                                                                                                                                         |
| Biwott (2017)                 | Effects of Strategic Purchasing Planning Methods on County Development Fund Usage in the Uasin Gishu County Government | A descriptive survey approach was used in the study.                                                                                                                            | Performance and purchasing strategy exhibited a favorable and significant link                                                                                                               | study adopted purposive sampling                                                                                                                                                               | study adopted stratified random sampling technique                                                                                                                                                      |
| Salim and Kithaka (2019)      | To determine how purchasing approach affects the efficiency of state-owned enterprises in Mombasa County, Kenya        | To create a sample that had characteristics typical of the entire population, the research utilized descriptive methodology using a random sampling method with stratification. | The research determined that the effectiveness of parastatals in Mombasa County, Kenya's buying procedures was impacted by the determination of purchase needs, budget costs, and estimates. | The study focused on parastatals in Mombasa devolved units, Kenya. The research used a descriptive research methodology. The study adopted Procurement planning the main independent variable. | The research aimed at the four counties in Western Region, Kenya. The study adopted explanatory research design while Procurement planning was adopted as a construct of the main independent variable. |
| <b>Information technology</b> |                                                                                                                        |                                                                                                                                                                                 |                                                                                                                                                                                              |                                                                                                                                                                                                |                                                                                                                                                                                                         |
| Bagheri,                      | Relationship                                                                                                           | The research                                                                                                                                                                    | The establishment was that                                                                                                                                                                   | Study was however                                                                                                                                                                              | The current study was carried                                                                                                                                                                           |

|                                                     |                                                                                                                 |                                       |                                                                                                                                                                                                |                                         |                                                        |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|--------------------------------------------------------|
| Hamid, Rezaei and Mardani (2012)                    | between Information Technology Investment, Firm Growth, Innovation, Case Study: Largest Iranian Manufacturer s. | adopted a survey design.              | IT boosts a company's capacity for invention.                                                                                                                                                  | conducted in the manufacturing industry | out among the four counties of Western Region, Kenya.  |
| Slim, Sarah, Kadhim, Ali, Hammood and Othman (2020) | The impact of IT business alignment elements on the performance of SMEs in Iraq                                 | A survey research method was employed | Information technology and the success of SMEs are positively and significantly correlated, according to the study's results.                                                                  | Survey design                           | The explanatory research method was used for the study |
| Oladejo and Adereti (2010)                          | The impact of IT on the efficiency of microfinance organizations in Nigeria's Ogun State.                       | The research used a survey approach.  | The research found that Nigeria's substantial investment in information technology is responsible for the recent increase in efficiency and effectiveness in the micro-banking sector therein. | study focused on micro finance banks    | current study focused on County Governments in Kenya   |
| Addo and                                            | Implications                                                                                                    | A descriptive                         | Findings a significant                                                                                                                                                                         | It was conducted within                 | Current study focused on County                        |

|                                     |                                                                                                                        |                                                     |                                                                                                                                          |                                                                                                      |                                                                                             |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| Agyepong (2020)                     | of ICT, on the provision of medical services                                                                           | survey design was used                              | association between information technology and performance.                                                                              | the health sector                                                                                    | Governments in Kenya                                                                        |
| Mukamanzizi and Ndikubwimana (2018) | Effects of ICT adoption on Small and Medium sized enterprises in Rwanda                                                | The study adopted a cross-sectional research design | Findings established that perceived benefits, ICT knowledge and skills and government support were significant elements of ICT adoption. | The study was conducted on SMES In Rwanda                                                            | The research will be done in Devolved Governments                                           |
| Zephania, (2018)                    | Influence of Information Technology on Performance of Logistics Firms in Tanzania:                                     | Study adopted cross-sectional survey design.        | System Quality, Information Quality and Service Quality had influence on performance of logistics firms                                  | Study however focused on logistical firms in Tanzania. Study adopted a cross sectional survey design | Explanatory design was used and further, Study will be conducted in County Governments.     |
| Kimani, (2021)                      | Influence of Information Technology on the Banking Sector.                                                             | study adopted desk study review methodology         | Study found out that information technology influences performance of banks.                                                             | Study conducted in banking sector. Study adopted desk study review methodology                       | Study was conducted in County Governments. The research used explanatory research design.   |
| Chemutai and Chebet (2019),         | influence of information technology and financial availability on service delivery in government institutions of Kenya | study adopted a descriptive research design         | Information technology influenced service delivery in government institutions.                                                           | Study did not provide measures of service delivery. study adopted a case study                       | Study has provided measures of service delivery. Study adopted explanatory research design. |

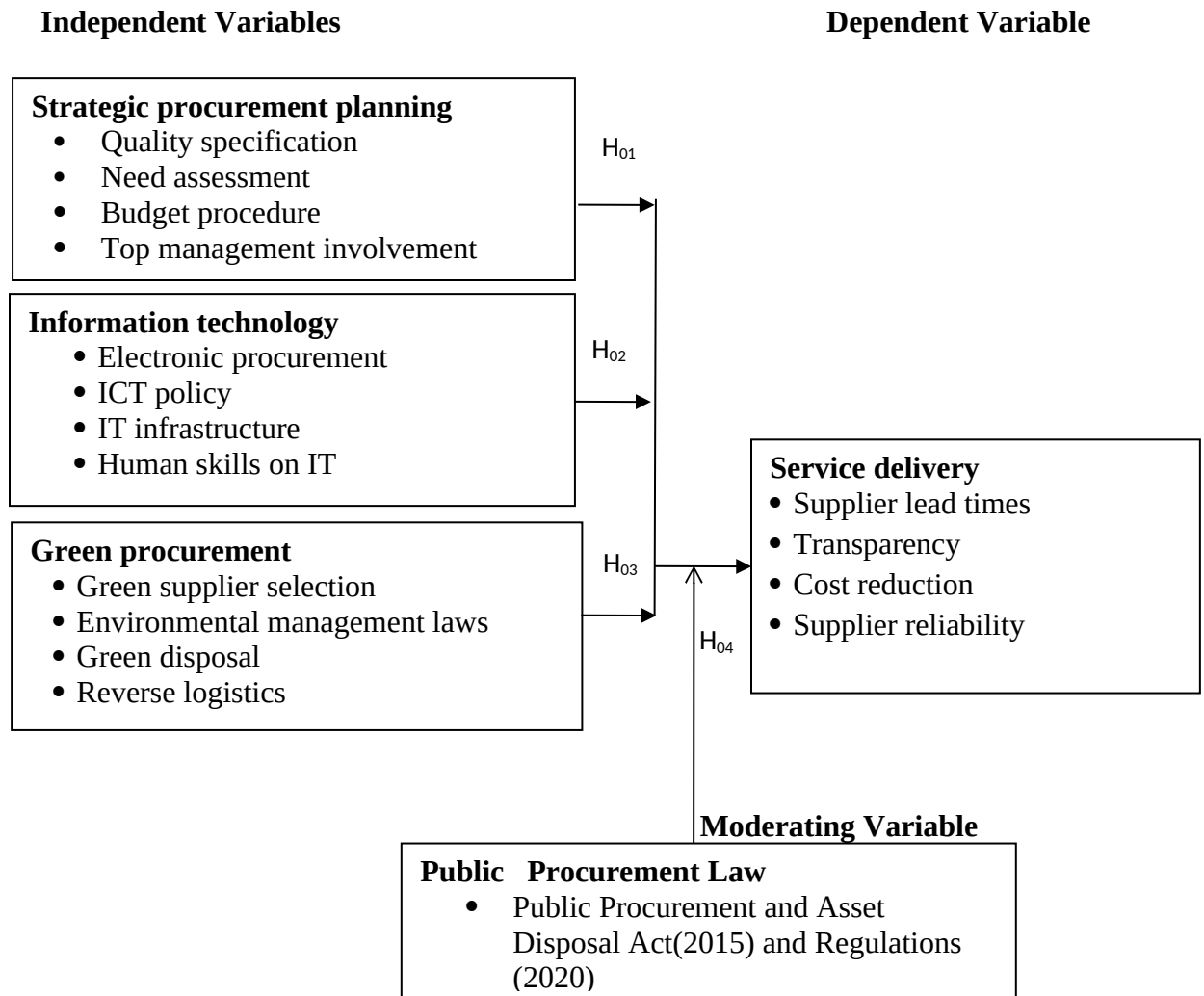
| <b>Green Procurement</b>               |                                                                                                                                         |                                                   |                                                                                                                                                                                                                         |                                                                   |                                                                                            |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Jum'a, Zimon and Ikram (2021)          | Supply Chain Practices, Environmental Sustainability and Financial Performance:                                                         | The study adopted a quantitative survey approach. | Findings established a positive and significant relationship between the variables under study and performance.                                                                                                         | Environmental sustainability was used as a moderator variable     | The current study used Procurement Regulations as a moderator.                             |
| Tarigan, Tanuwijaya and Siagian (2020) | Effect of Top management attentiveness on Green Performance through Green Purchasing and Supplier Collaboration in Hotels in Indonesia. | Study adopted survey design                       | The results demonstrated that while supplier collaboration enhanced sustainable purchasing, top management attention to detail did enhance the execution of environmentally conscious purchasing and those initiatives. | Study did not consider any moderator. Study adopted survey design | Study utilized stratified random sampling. Procurement Regulations was used as a moderator |
| Guo, Sarpong and Antwi (2019)          | Evaluation of Sustainable purchasing practices among Mining Companies' Hospitals in Ghana                                               | Study adopted a Qualitative Analysis.             | The sustainability performance of mining businesses was significantly and favorably impacted by environmentally friendly purchasing techniques.                                                                         | Study did not adopt any moderator variable.                       | Procurement Law and Regulations was used as a moderator variable                           |
| Kaikai and Mose (2020)                 | Influence of green Procurement on performance of                                                                                        | Study adopted a descriptive research design.      | The sustainability performance of mining businesses was significantly and favorably impacted by environmentally friendly                                                                                                | Study was conducted in the mining industry.                       | The research was done among the devolved governments.                                      |

|                         |                                                                                                                |                                                                    |                                                                                                                                                 |                                                                                                             |                                                                                                                     |
|-------------------------|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
|                         | mining industry in Sierra Leone.                                                                               |                                                                    | purchasing techniques.                                                                                                                          |                                                                                                             |                                                                                                                     |
| Nimpano, (2021)         | Effects of Green Supply Chain Adoption on Supply Chain Performance of Agri Manufacturing Firms in Rwanda.      | study adopted both cross-sectional and explanatory research design | The sustainability performance of mining businesses was significantly and favorably impacted by environmentally friendly purchasing techniques. | Study conducted in manufacturing firms.                                                                     | The research was done among the devolved units of Western Kenya, Region.                                            |
| Nyambo and Lyimo (2019) | Factors hindering Adoption of Green Procurement in Manufacturing Industry, a Case of Tanzania Breweries Arusha | Study adopted descriptive research design.                         | The sustainability performance of mining businesses was significantly and favorably impacted by environmentally friendly purchasing techniques. | Study conducted in manufacturing firms.                                                                     | Study was conducted in County Governments of Western Region, Kenya.                                                 |
| Achuora (2020)          | Sustainable Procurement Practices and Performance of Procurement in Food and Beverages Manufacturing Firms in  | cross-sectional survey research design                             | Reverse logistics, environmental specifications, environmental inventory control, and environmental tendering were all significant.             | Study however was done in among the manufacturing entities. study adopted a cross sectional research design | An explanation research approach was used in the present study. The study was carried out among County Governments. |

|                  |                                                                                                                                |                                                           |                                                                                                         |                                                                   |                                             |
|------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------|
|                  | Kenya                                                                                                                          |                                                           |                                                                                                         |                                                                   |                                             |
| Mutangili (2019) | Influence of Sustainable purchasing practices in Supply Chain Management and Leadership on Performance of Parastatals in Kenya | study conducted a critical review of empirical literature | It has been proven that using sustainable procurement methods enhances a company's overall performance. | The study only conducted a review of literature in gathering data | Survey tools were used for data collection. |

## 2.6 Conceptual Framework

The impact of relevant strategic purchasing practices, public purchasing laws, and county delivery of government services in Western Region, Kenya has been demonstrated in Figure 2.1.



**Fig 2.1: Conceptual Framework**

Source: Adapted from reviewed literature by the researcher (2023)

From Figure 2.1 Mutembei (2019) operationalized Strategic Procurement Practices through contract management, staff competence, and Strategic Procurement planning, Green Procurement and Resource allocation. Strategic Purchasing Practices by Nyabuto (2016) were measured through the use of technology, supplier relationship management, spend analysis, measurement plans, and strategy formulation. Ezech (2012) determined strategic procurement planning through determination of needs, evaluation of needs, and methods for purchasing. Ogwang (2017) used indicators including openness in the purchasing process and rules pertaining to public procurement to gauge the effectiveness of procurement planning.

Strategic Procurement Planning was measured by Mutua and Moronge (2018) as disposal planning, tender planning, as well as quality planning. Strategic Procurement Planning was measured by Lekakeny and Kihara (2018) using top management support, worker capacity, budget process, and Electronic procurement. Information technology capacity is an intangible resource that includes the infrastructure of information technology, human capabilities for utilizing IT, and the capacity of an organization to use IT (Bharadwaj, 2000).

Abdullahi (2018) evaluated information technology via supply chain cooperation, electronic procurement, improved efficiency, and goal attainment. The state of information technology has been evaluated by Garca-Morales, Garca-Sánchez, and Martn-Rojas (2018) using backing for technology, ICT regulations, technology skill development, and unique technological abilities. Sustainable buying was measured by Chogo and Kitheka (2019) as local purchasing, sustainable packaging, reverse logistics, and adoption of information and communication technologies. Omusebe (2018) evaluated sustainable purchasing using

eco-friendly distribution, eco-friendly processes for manufacturing, and eco-friendly disposal methods.

In an investigation conducted in (2018), Kirunga and Kihara evaluated sustainable purchasing using eco-labeling, eco-transportation, and eco-storage. Salim and Kitheka (2018) used public purchasing performance, high-quality goods, prompt distribution, lowering expenses, and customer satisfaction as metrics for measuring service delivery. Speed of delivery, openness, public spending expenses, and public purchasing misconduct were used by Kamau and Kihara (2017) to gauge the performance of the procurement process.

Anane, Adoma, and Awuah (2019) used efficiency, effectiveness, and decreased fraud and theft detection, enhancement of quality, and vendor dependability to evaluate the delivery of services. Laws and regulations were measured by Nyaga and Nzulwa (2017) using bills, county integrated development plans, and functional strategic plans. According to Vitez (2017), the procurement law served to be benchmark for measuring public Procurement.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The section addressed study area, philosophical thought, design of the research, the population of study, design of the sample, the methodology for sampling, the data gathering tools, the tool's and its reliability and validity, processing and analysis of data, and ethical concerns.

#### **3.2 Research Philosophy**

A positivist research approach was applied in this study, that maintains that reality is stable and can thus be analyzed from a positivist position, arguing that a phenomenon may be separated and then observations replicated (Creswell, 2006). It entails modifying reality in conjunction with fluctuations in the predictor variable so as to generate regularities and develop links between related elements of the social environment (Schwandt, 2014). The researcher who adopted the positivist viewpoint used a controlled approach by selecting a research topic, hypotheses, and an appropriate methodology. Positivist thinking also made it possible for the researcher to use statistical tools for testing hypotheses and for the examination of data acquired using quantitative research methodologies.

The goal of the study was to uncover the logical sequence of patterns by studying theories on Strategic Procurement Practices, Public Procurement Law, and County Government Service Delivery with the help of scientific models. For there to be conclusions made on assessing the Strategic Procurement Practices, Public Procurement Law, and service delivery are free from subjective bias, the study relied on systematic and scientific methodological approaches. The method of quantitative investigation was chosen based on two criteria: it allowed for the examination of correlations between variables through hypothesis testing (Neuman, 2003). For the current study, four hypotheses were developed

to explain whether or not there was indeed a nexus between the predictor and predicted variables. For this course, regression analysis was employed. The results of the evaluation were not utilized to determine causation or why a relationship exists or does not exist; instead, the results were used to accept or fail to accept the study hypotheses.

### **3.3 Study Area**

The four Counties that made up the erstwhile Western Region, Kenya is where the study was conducted. Bungoma, Busia, Kakamega, and Vihiga Counties were among the county governments (GoK, 2019). The study area was justified on the basis that County Governments were recently subjected to severe condemnation for their public procurement procedures and performance (Kagume & Wamalwa, 2018).

This was on grounds by a report of Africa Center for Open Governance AFRICOG (2020), which established that there was low delivery of services in four counties in parts of Western Region, Kenya with Vihiga having 17.8%, Busia 22%, Bungoma 19% and Kakamega 24% against the National mean of 37%. The County Governments Act, (2012) specifies a fairly broad mission for county governments, and in trying to carry out these tasks, county governments have largely lost their effectiveness. The relationship between strategic procurement practices, regulations governing public procurements, and service delivery in the aforementioned Counties was therefore of interest to the present research.

### **3.4 Research Design**

The researcher explored an explanatory research methodology that looked at cause effect relationships. According to Mugenda and Mugenda (2008), the explanatory research design comes before the systemic data collection in a consistent manner from an established population or sample. According to Kumar (2005), an explanatory research design is one in which the researcher carefully investigates the effect of a naturally

occurring treatment after it has occurred, rather than producing the treatment itself. It specifically alludes to a study that seeks to identify the fundamental causes of differences across groups. The overriding objective of explanatory research is to reveal any causal relationships between variables that are related to the investigated phenomenon. Instead, it works to prove the assertions that make reference to the current situation in order to clarify it (Bechhofer & Paterson, 2008). Explanatory research design was chosen since it helps researchers to gather information in a systemic manner by use of survey tools, followed by compilation, presentation, analysis by means of SPSS, and finally the interpretation bit.

### 3.5 Target Population

Target population describes the universal set of individuals, items, or communities that which are analyzed (Orodho, 2009). In the western part of Kenya, there exist 4 county governments (GoK, 2015). There were 228 county officials in Western Region of Kenya who constituted the study's target population and was distributed to chief officers, directors, in charge finance and public in charge procurement. The choice of the units of population was dictated with the role each plays with regards to management. There were 70 Chief Officers, 70 Directors, 44 In charge finance and 44 In charge procurement (see table 3.1).

**Table 3.1: Sampling Frame**

| <b>Strata</b>         | <b>Bungoma</b> | <b>Kakamega</b> | <b>Busia</b> | <b>Vihiga</b> |
|-----------------------|----------------|-----------------|--------------|---------------|
| Chief Officers        | 18             | 18              | 16           | 18            |
| Directors             | 18             | 18              | 16           | 18            |
| In charge finance     | 11             | 11              | 11           | 11            |
| In charge procurement | 11             | 11              | 11           | 11            |
| <b>Total</b>          | <b>58</b>      | <b>58</b>       | <b>54</b>    | <b>58</b>     |

**Source: Compilation from County Human Resource Registry Departments, (2023)**

The table 3.1 above displays information of the target population of 228 officers from the four Counties of Bungoma, Kakamega, Busia and Vihiga. The number of officers was

informed by the number of ministries and departments found within the four County Governments.

### **3.6 Sampling Design and sampling procedure**

The stratified simple random selection approach, outlined by Kothari (2004), guarantees a sample that is more accurate is obtained from a moderately diversified demographic and provides estimations of broad population characteristics with a greater degree of accuracy. Stratification attempts to lower the standard error by giving some variance control. Chief Officers, Directors, In charge finance, and In charge procurement were the four strata into which participants were divided in the study. The study adopted stratified simple random sampling. Population of the study was grouped into four strata of Chief Officers, Directors, In charge finance and In charge procurement. The simple random sampling technique was then used on each stratum to obtaining 145 persons from a target of 228. Yamane formula (1998) formula was utilized to arrive at a sample of 145 then included a 20% non-response rate in accordance to (Lavrakas, 2008) that gave 29 to arrive at a total sample of 174 respondents. The size of the sample was arrived at in the manner:

Where;  $n$ - is the desired sample size

$N$ - is the Target population

$e$  -is the standard error

With an error margin of 5%, the estimated size of the sample became

$$= 145.2229299 = 145 = (0.2 \ 145) = 29 + 145 = 174$$

This translated into 174 respondents which was subject to 20% non-response rate according to (Lavrakas, 2008). The selection was as follows as the sample distribution considered the following formulae;

Where=Stratum size

=Population total size

n=Strata sample size

**Table 3.2: Sample Size**

| County       | Categories of Respondents | Total      |
|--------------|---------------------------|------------|
| Bungoma      | Chief officers            | 14         |
|              | Directors                 | 14         |
|              | In charge finance         | 8          |
|              | In charge procurement     | 8          |
| Kakamega     | Chief officers            | 14         |
|              | Directors                 | 14         |
|              | In charge finance         | 8          |
|              | In charge procurement     | 8          |
| Busia        | Chief officers            | 13         |
|              | Directors                 | 13         |
|              | In charge finance         | 8          |
|              | In charge procurement     | 8          |
| Vihiga       | Chief officers            | 14         |
|              | Directors                 | 14         |
|              | In charge finance         | 8          |
|              | In charge procurement     | 8          |
| <b>Total</b> |                           | <b>174</b> |

**Source: Compilation from County Human Resource Registry Departments, (2023)**

### **3.7 Data collection Instruments**

From this study primary source of data was material collected by means of the administration of survey tools and administered interviews. The study adopted structured

and unstructured survey tool, as well as interviews, to elicit adequate study responses. To collect information from respondents in an organized and uniform manner, a questionnaire consisting of a sequence of questions (items) based on construct measures was utilized (Kothari, 2004). The questions and comments in this survey were written in a way that allowed respondents to easily read and comprehend them, allowing for more insightful responses. Survey tools represent an efficient way via which subjective and objective data could be collected especially when resources are scarce from a sizable subset of the study's population. It represent a safe approach of keeping respondents personal opinions and views (Kothari, 2004).

The questionnaire facilitates communication with several individuals who would have been difficult to approach in any other way. It has the capacity to simultaneously protect a sizable crowd. While filling out a questionnaire, the respondent's identity remained concealed. Respondents are more likely to share their opinions because they know their identities will remain anonymous. The strategy makes them feel more at ease and allows them more freedom of expression (Choudhours, 2022). It was anticipated that the respondents would answer the questionnaires and interviews in an unbiased manner. In the event of an interview, the researcher has in-depth, one-on-one contact with the respondents. He is able to evaluate a participant's demeanor and level of comprehension on the research issue, and to guide the conversation back on track by asking clarifying questions. (See Appendices II & III).

### **3.8 Data collection Procedure**

The researcher assured the participants about the confidentiality of information they provided through assurances that instruments being administered were for research reasons exclusively. The study was approved by the University Graduate School, a research permit

was secured from NACOSTI, (see Appendices I & IV). A total of six experienced research assistants were used for this project. The research assistants were instructed in the following: itinerary preparation; data entry inspection; data sorting and collation; record administration. After having respondents fill out the questionnaires, the research assistants picked them up later. The data collection was supervised by the research assistant to guarantee that all questions were answered. The study's questionnaires were organized in line with the County Government.

### **3.9 Pilot Study**

By means of a pilot test, the validity and reliability of the research instrument was assessed. Orodho (2005) affirms that conducting a pilot study can help a study in ascertaining reliability of data collection tools. Transzoia County Government provided the tests responses from the pilot test and the choice of the county was on the pretext that Transzoia County Government had been identified as one of the ineffectively performing counties in accordance to the Africa Community for Open Governance AFRICOG (2020) report. The pilot utilized 17 members which was 10% of the sample size. This is as per Isaac and Michael (1995) who proposed that between 10 - 30 percent is viewed as proper for pilot study. The pilot test responses were not included in the main study responses. The pilot test was of help to the researcher in identification of poorly constructed questions, in removing ambiguities, simplifying the questions and in furtherance, developing questions to facilitate easier coding. Through a pilot process based on the Test-Retest method, the reliability about research tools was ascertained. Cronbach alpha value Coefficient being exploited in ascertaining if the research instruments could produce reliable data and results after numerous trials. According to (Kothari, 2008), an alpha value of  $\alpha \geq 0.7$  is deemed suitable for the study to accept the instrument. Using SPSS software, a test for reliability was

performed on the survey tool by means of the Cronbach alpha value, and the outcome were compared to the reliability threshold of 0.7.

### **3.10 Validity and Reliability of the Research Instruments**

This sub-section addressed both validity and reliability of the research instruments.

#### **3.10.1 Validity**

Face validity guaranteed that the survey included just relevant inquiries exposed to the respondents. This empowered the researcher in recognizing whether the items were proper for further examination. The researcher also relied on content validity that refers to whether a survey tool effectively address the issues in consideration. The content validity of the data collection instrument was determined after it was examined by a panel of experts who provided feedback on every item and noted whether they thought it was relevant or not. An exploratory factor analysis was carried out for construct validity to ascertain the item structure, validity, and scale unidimensional evaluation of the study constructs.

#### **3.10.2 Reliability**

Research instrument reliability is defined as the degree to which the same results are obtained when the instrument is repeatedly used on the same participants (Mugenda and Mugenda, 2003). Reliability testing ensures that the variables being measured are consistent (Kumar, 2000). Cronbach alpha value formula was used to calculate internal consistency reliability. The present research emulated Gupta's (2004) proposal to utilize a minimum alpha value of 0.7 for item loadings. The goal of this study was to ensure that the values produced from the data collection instruments were accurate (valid) and dependable (consistent) during several uses. To establish the instrument's reliability, data from the pilot research was analyzed using the SPSS statistical tool. Reliability analysis results are as shown in the Table 3.3 indicating that the instruments were reliable.

**Table 3.3: Overall Test for Reliability of Research Instrument**

| <b>Construct</b>                       | <b>Cronbach<br/>alpha<br/>value</b> | <b>No of<br/>items</b> | <b>Decision</b> |
|----------------------------------------|-------------------------------------|------------------------|-----------------|
| Strategic Procurement Planning         | 0.787                               | 8                      | reliable        |
| Information Technology                 | 0.749                               | 8                      | reliable        |
| Green Procurement                      | 0.842                               | 8                      | reliable        |
| Public Procurement Act and Regulations | 0.829                               | 15                     | reliable        |
| Service Delivery                       | 0.784                               | 8                      | reliable        |
| Overall                                | 0.798                               | 47                     | reliable        |

**Source: Survey Data (2023)**

### **3.10.3 Data Analysis and Presentation Techniques**

For the purpose to further explain every research's objective, quantitative approach of analyzing data was deployed that entailed both descriptive and inferential statistics. The quantitative data underwent processes of coding, input, and analysis by means of Statistical Package for Social Sciences (SPSS) version 26. The raw data was checked for errors and omissions before being updated, and the completed questionnaires were carefully examined.

In order to classify the responses into a finite number of categories or classes, the data was then coded by giving numerical values to the responses. This was done as per the objectives. The questionnaire's closely related items were reduced through factor analysis in order to lessen overlap with the constructs. Frequency tables with percentages and measures of central tendency were used to illustrate the examined data. Thematic analysis was done on qualitative data in accordance with the study's goals.

The analysis was two fold; within each respondent and across the respondents. This was done by constructing respondent narrative that was composed of description and themes; and cross-respondent thematic analysis. The interviews were verbatim recorded, followed

by transcription. Thematic analysis, a method of discovering patterns within qualitative data, was thus used by the interview guide to address the inquiry.

Pearson correlation and multiple linear regression analysis both (Standard Multiple Regression and Hierarchical Multiple Regression models) and thereafter stepwise Regression were conducted to establish the strength of relationship between the independent and dependent variable. Analytical model was also utilized in establishing the relative importance of every variables with respect to performance.

#### **3.10.4 Descriptive Statistics**

The overriding goal was to demonstrate the overall trend of the data that is underpinning it. The researcher evaluated the data using descriptive statistics such as mean, standard deviation, and range of values. Descriptive statistical techniques like this were used to generate indices and measures that would act as data summaries (Kothari 2007). The mean is a statistical measure of central tendency that is used to identify the most typical value in a data set. Standard deviation quantifies the extent to which a distribution deviates from its mean value. The range of the data was demonstrated by using minimum and maximum values. Tabular and graphical representations of the information were provided.

#### **3.10.5 Inferential statistics**

From the study, inferential statistics which encompassed correlation analysis, Chi Square, and regression analysis to evaluate null hypotheses. SPSS Version 26 being applied for these statistical analyses, and a 5% threshold of significance was used throughout.

#### **3.10.6 Correlation Analysis**

Determining whether two variables have a linear relationship and computing their association is the purpose of correlation analysis in scientific study. When two variables are correlated, the degree to which one variable changes in response to a change in the other

can be determined using correlation analysis. A strong correlation between two variables suggests an intimate relationship, while a weak correlation suggests simply a superficial one. The correlation coefficient (sometimes abbreviated as  $r$ ) is a symbol-less digit that ranges from +1 to -1 which quantifies strength about a linear association between two variables in correlation analysis.

### **3.10.7 Multiple Regression Analysis**

This was conducted in order to assess each predictor variable contribution to the overall change in the predicted variable. As a guideline, the study utilized a 5% level of significance. The rule of the thumb is to fail to accept the null hypothesis in favor of alternative hypothesis if the P value is lower than 0.05 (5% significance level) and vice versa (Linyuru, 2015). Both the multiple regression method and hierarchical method were used in the research.

A standard multiple regression model, which included both simple and multiple linear regression, were exploited in assessing the effect of strategic procurement practices on County Government service delivery in Western Region, Kenya. Simple linear regression was used to explore the effects of strategic procurement planning, green procurement, and information technology, while multiple linear regression had to be exploited in assessing their combined impact on County Government service delivery in Kenya's Western Region. The study utilized the  $r$ ,  $R^2$ , the F ratio, and the significance level to demonstrate associations among strategic procurement practices elements and the dissemination of services by the devolved Governments in Western Region, Kenya.

Concerning moderating influence on the association between the factors that determine strategic procurement practices and service delivery, the Hierarchical Multiple Regression Method had to be used. The model's interaction impact is important if moderating effect

occurs. Each moderating variable underwent a three-stage analysis process before a conclusion was drawn. A moderating variable then followed the interaction effect, then the determinants of strategic procurement practices were then added to the model. The study focused on determining the significance level, the extent on the (F) changes, and the coefficient of determination (R square).

### **3.11 Analytical Model**

In this research, analytical models were employed to test hypotheses as follows:

#### **a) Simple Regression Models**

##### **Model 1:**

$$Y = \alpha + \beta x + \varepsilon$$

Where:

Y= the dependent variable (Service delivery)

$\alpha$  = the predicted value of internal efficiency if the independent variable is zero

$\beta$ =rate of increase or decrease of Y for each of change in the independent variable

x= the independent variable (Strategic Procurement practices)

$\varepsilon$  = denotes the error term.

#### **b) Multiple Regression Model**

**Model 2:** Strategic Procurement practices and Service delivery.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where;

Y=Aggregate mean score for Service delivery

$\beta_0$  = y-intercept/constant

$\beta_1$ =Regression coefficient for strategic Procurement planning

$X_1$ =Aggregate mean score for strategic Procurement planning

$\beta_2$ =Regression coefficient for information technology

$X_2$ =Aggregate mean score for information technology

$\beta_3$ =regression coefficient for green Procurement

$X_3$ =Aggregate mean score for green Procurement

$\epsilon$  =Error term- random variation due to other unmeasured factors

### **c) Hierarchical Regression Model**

**Model 3:** Moderating effect of Public Procurement Law and Regulations was be assessed by means of hierarchical regression analysis and the model was be in the form of

$$Y = \beta_0 + \beta_1 X_1 Z + \beta_2 X_2 Z + \beta_3 X_3 Z + \epsilon$$

Where;

Y= Strategic Procurement practices

$\beta_0$ = y-intercept/constant

$\beta_1$   $\beta_2$  and  $\beta_3$  =Regression coefficients for the independent variables

$X_1Z$ =Degree of the individual independent variable

Z= Procurement Law

$\epsilon$  = Error term- random variation due to other unmeasured factors

### **3.12. Diagnostic Tests**

Diagnostic analyses was conducted in order to verify the multiple regression analysis and Pearson correlation's underlying assumptions. This entailed the Q-Q plot for normalcy, the

VIF & Tolerance for multicollinearity, the P-P plot for linearity, and the Breusch-Godfrey serial correlation LM test for homoscedasticity.

### **3.12.1 Multi-Collinearity**

This refers to the relationship among independent variables. Whenever two independent variables have a significant relationship, multicollinearity occurs. If a correlation is larger than ( $> 0.9$ ), serious multicollinearity is present. Bryman and Cramer (2014) state that one should "think properly" prior combining two variables that have a bi-variate association of at least 0.9. It is challenging to differentiate the impact about every independent variable on the variable that is dependent when there is multicollinearity, and this makes the standard errors for each of the independent variables exaggerated (Yoo et al. 2014). Multi-Collinearity could be rectified through removing one or more of the correlated predictor variables from the regression model (Cai, Wu, Xu & Zeng, 2017). A multicollinearity test was assessed by means of exploring the VIF and the tolerance values obtained by means of SPSS.

### **3.12.2 Normality**

The presumption of normality ought to be satisfied for the majority of parametric tests. According to Garson (2012), "normality" means distribution test being a normal distribution (or bell-shaped) with a 0 mean, a standard deviation of 1, and a symmetrical bell-like curve. The Q-Q plots were used in measuring validity concerning the assumption of normality. The residuals should have a normal distribution on the projected dependent variable values so that it can be said to meet considered normalcy test.

### **3.12.3 Linearity**

According to linear regression, there should be a linear correlation between the variables that are both independent and dependent. Since outlier effect might affect linear regression,

it was also crucial to look for outliers. P-P plots were used to evaluate the linear assumption (Chatterjee & Hadi, 2015).

#### **3.12.4 Homoscedasticity**

The models for linear regression need this supposition. When an error term is consistent throughout the values of every variable that is independent, homoscedasticity provides an explanation. When the error term size varies across the values of all independent variables, however, heteroscedasticity is more likely to occur. The consequences of breaking this assumption depend on the degree of violation and get worse as heteroscedasticity gets worse (Gelfand, 2015). By using Breusch-Godfrey LM test, the assumption was verified.

#### **3.12.5 Hypothesis Testing**

Because every hypothesis was based on a single response variable that is linearly dependent on a set of predictor variables, the study assessed all of them using a multiple regression model. Null hypothesis, often known as  $H_0$ , serves as the starting point for any hypothesis test. The T-test and F-test were employed to test the hypotheses. In scientific study, null hypotheses are used to indicate the opposite of the working hypothesis. The rejection of the null hypothesis is followed by the proposition of an alternative hypothesis (Bali, Gupta, & Gadhi, 2007). Table 3.4 describes the approach explored in testing the four hypotheses.

#### **Table 3.4 Hypothesis Testing**

|     | <b>Stated Hypothesis</b>                                                                                                                                                                                                    | <b>Decision Rule</b>                                                                                                                                                                                                                                                                                                                         | <b>Model</b>                                                                                                                                                                                                                                                                                  |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| i   | H <sub>01</sub> : Strategic Procurement Planning has no statistical significant effect on service delivery of County Governments In Western Region, Kenya.                                                                  | <p>H<sub>01</sub>: <math>\beta_1 = 0</math></p> <p>H<sub>0A</sub>: <math>\beta_1 \neq 0</math></p> <p>Reject H<sub>01</sub> if <math>\beta_1 \neq 0</math> and P value <math>\leq 0.05</math> otherwise fail to reject H<sub>01</sub> if <math>\beta_1 = 0</math> and P value <math>&gt; \alpha</math></p> <p><math>\alpha = 0.05</math></p> | <p><math>Y = \beta_0 + \beta_1 X_1 + \xi</math></p>                                                                                                                                                                                                                                           |
| ii  | H <sub>02</sub> : Adoption of Information Technology has no statistical significant effect on service delivery of County Governments in Western Region, Kenya.                                                              | <p>H<sub>02</sub>: <math>\beta_2 = 0</math></p> <p>H<sub>0A</sub>: <math>\beta_2 \neq 0</math></p> <p>Reject H<sub>02</sub> if <math>\beta_2 \neq 0</math> and P value <math>\leq 0.05</math> otherwise fail to reject H<sub>02</sub> if <math>\beta_2 = 0</math> and P value <math>&gt; \alpha</math></p> <p><math>\alpha = 0.05</math></p> | <p><math>Y = \beta_0 + \beta_2 X_2 + \xi</math></p>                                                                                                                                                                                                                                           |
| iii | H <sub>03</sub> : Green Procurement has no statistical significant effect on service delivery of County Governments in Western Region, Kenya.                                                                               | <p>H<sub>03</sub>: <math>\beta_3 = 0</math></p> <p>H<sub>0A</sub>: <math>\beta_3 \neq 0</math></p> <p>Reject H<sub>03</sub> if <math>\beta_3 \neq 0</math> and P value <math>\leq 0.05</math> otherwise fail to reject H<sub>03</sub> if <math>\beta_3 = 0</math> and P Value <math>&gt; \alpha</math>; <math>\alpha = 0.05</math></p>       | <p><math>Y = \beta_0 + \beta_3 X_3 + \xi</math></p>                                                                                                                                                                                                                                           |
| iv  | H <sub>04</sub> : Public Procurement Law have no statistical significant moderating effect on the relationship between Strategic Procurement Practices and service delivery of County Governments in Western Region, Kenya. | <p>H<sub>04</sub>: <math>\beta_4 = 0</math></p> <p>H<sub>0A</sub>: <math>\beta_4 \neq 0</math></p> <p>Reject H<sub>04</sub> if <math>\beta_4 \neq 0</math> and P value <math>\leq 0.05</math> otherwise fail to reject H<sub>05</sub> if <math>\beta_4 = 0</math> and P Value <math>&gt; \alpha</math>; <math>\alpha = 0.05</math></p>       | <p><math>Y = \beta_0 + \beta_1 X_1 Z + \beta_2 X_2 Z + \beta_3 X_3 Z + \beta_4 X_4 Z + \xi</math></p> <p>If <math>X*Z</math> has a p value <math>\leq 0.05</math>, then there is a significant moderating effect.</p> <p><math>\beta_i &gt; 0</math> signifies positive moderating effect</p> |

Source: Author Computation (2023)-

### **3.13 Observation of Ethical Standards in the Study**

The present study was conducted inline to the predetermined ethics which are quite valuable, particularly when using human beings. Professional norms were upheld during the whole research project thanks to the ethical concerns. Every individual who participated in the research was treated with dignity and privacy throughout the investigation. The study made sure that all sources from which private data was collected were kept private and protected. Before gathering the data, the researcher got the subjects' permission. The researcher further sought permission from relevant persons, authorities and committees in particular, the researcher obtained a research permit from NACOSTI. By citing a number of sources of data provided by the authors, researcher made sure that this research conformed to the respondents' ethical standards and furthered the protection of intellectual property rights. At all costs, different kinds of academic deception, such as fabrication, deception, deceptive authorship, and flawed data collection techniques, were averted.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS AND DISCUSSION**

#### **4.1 Introduction**

This part summarizes the study conclusions and explains outcomes concerning analysis of data and tests for hypothesis. This research aim was determining the level of correlation between County Governments' service delivery and Strategic Procurement Practices in the Western Region of Kenya, in the presence of Public Procurement Law and Regulations. The demographic features of those surveyed were discussed in the first section. This was closely preceded with outcome about hypothesis tests, which were preceded by a section that provides an analysis that is descriptive about the variables under study along with findings of thematic assessments of the surveys.

#### **4.2 Response Rate**

The goal regarding statistical analysis entailed establishing the rate of responses which the researcher used to determine sufficiency in understanding as well as presenting outcomes. The study had a sample of 174, out of which an aggregate of 174 surveys was distributed: 55 to Chief Officers, 55 to Directors, 32 to In charge finance, and 32 to In charge procurement. There was a response rate of 94.5% (52) from Chief Officer's, 90.9% (50) from Directors, 90.6%(29) from In charge finance and 93.8% (30) from In charge procurement that gave an aggregate of 161 questionnaires that were completely filled and returned. The non-response was 13 that was represented through; 5.6% (3) from Chief Officers, 9.1 %( 5) from Directors, 9.4 %( 3) from In charge finance and 6.3% (2) from In charge procurement. Hence, as shown in Table 4.1 below, the response rates of 174, 94.5% (52) from Chief Officer's, 90.9% (50) from Directors, 90.6%(29) from In charge finance and 93.8% (30) from In charge procurement were adequate to provide credible data.

**Table 4.1: Response Rate of the Respondents**

| Description                                  | Total | Percentage |
|----------------------------------------------|-------|------------|
| <b>Targeted Participants</b>                 |       |            |
| Chief Officers                               | 55    | 31.6%      |
| Directors                                    | 55    | 31.6%      |
| In charge finance                            | 32    | 18.4%      |
| In charge procurement                        | 32    | 18.4%      |
| <b>Questionnaires Returned (Return Rate)</b> |       |            |
| Chief Officers                               | 52    | 94.5%      |
| Directors                                    | 50    | 90.9%      |
| In charge finance                            | 29    | 90.6%      |
| In charge procurement                        | 30    | 93.8%      |
| <b>Questionnaires Not returned</b>           |       |            |
| Chief Officers                               | 3     | 5.6%       |
| Directors                                    | 5     | 9.1%       |
| In charge finance                            | 3     | 9.4%       |
| In charge procurement                        | 2     | 6.3%       |
| <b>Response rate</b>                         | 161   | 92.5%      |

*Source: Field Data (2023)*

### 4.3 Screening and Preparation

#### 4.3.1 Analysis of Outliers

**Table 4.2: Analysis of Outliers**

|                    | Descriptive Statistics |          |         |
|--------------------|------------------------|----------|---------|
|                    | N                      | Minimum  | Maximum |
| Zscore(SPP)        | 161                    | -6.73051 | 1.45264 |
| Zscore(IT)         | 161                    | -3.15925 | 1.63218 |
| Zscore(GP)         | 161                    | -3.26449 | 2.18422 |
| Zscore(PPREG)      | 161                    | -2.54515 | 1.28514 |
| Zscore: SERV Del   | 161                    | -2.76721 | 2.15328 |
| Valid N (listwise) | 161                    |          |         |

*Source: Field Data (2023)*

From table 4.2 above, all the z values were less than 3 indicating that there were no outlier

#### 4.3.2 Analysis of Out of range values

**Table 4.3: Analysis of Out of range values**

| Descriptive Statistics |     |         |         |         |                |
|------------------------|-----|---------|---------|---------|----------------|
|                        | N   | Minimum | Maximum | Mean    | Std. Deviation |
| SPP                    | 161 | 1.380   | 5.000   | 4.35739 | .442372        |
| IT                     | 161 | 2.630   | 5.000   | 4.19267 | .494633        |
| GP                     | 161 | 1.130   | 5.000   | 3.44863 | .710260        |
| PPREG                  | 161 | 3.400   | 5.000   | 4.46317 | .417724        |
| SERV Del               | 161 | 2.500   | 5.000   | 3.90596 | .508079        |
| Valid N (listwise)     | 161 |         |         |         |                |

*Source: Field Data (2023)*

As per table 4.3, no out of range values were detected since they all fall between 1 and 5 as on the Likert scale.

#### 4.3.3 Analysis of missing Data

**Table 4.4: Analysis of missing Data**

| Statistics |         |       |       |       |       |         |
|------------|---------|-------|-------|-------|-------|---------|
|            |         | SPP   | IT    | GP    | PPREG | SERVDel |
| N          | Valid   | 161   | 161   | 161   | 161   | 161     |
|            | Missing | 0     | 0     | 0     | 0     | 0       |
| Minimum    |         | 1.380 | 2.630 | 1.130 | 3.400 | 2.500   |
| Maximum    |         | 5.000 | 5.000 | 5.000 | 5.000 | 5.000   |

*Source: Field Data (2023)*

As per table 4.4, no missing data was detected from all the 161 respondents.

#### 4.4: Analysis on Response background Information

Demographic features of those surveyed were assessed using gender, age, educational attainment, and experience; the outcomes are displayed in Table 4.5 below.

##### 4.4.1 Gender of the respondent

**Table 4.5: Respondent by Gender**

| Respondent   | Frequency  | Percentage |
|--------------|------------|------------|
| Male         | 89         | 55.3%      |
| Female       | 72         | 44.7%      |
| <b>Total</b> | <b>161</b> | <b>100</b> |

*Source: Field Data (2023)*

The established majority of those that responded were 89 males representing (55.3%) compared to 72 females representing (44.7%). It is therefore evident that most persons in devolved governments of Western Region, Kenya were male and thus two third gender rule has not been realized yet.

#### 4.4.2 Age of the Respondents

**Table 4.6: Respondent Age**

| <b>Respondent Age</b> | <b>Frequency</b> | <b>Percentage (%)</b> |
|-----------------------|------------------|-----------------------|
| 21-30                 | 27               | 16.8%                 |
| 31-35                 | 48               | 29.8%                 |
| 36-40                 | 45               | 27.9%                 |
| 41 & Above            | 41               | 25.5%                 |
| <b>Total</b>          | <b>161</b>       | <b>100</b>            |

*Source: Field Data (2023)*

As per the table 4.6, 27.9% of the sample were between ages 36-40 years, 29.8% were between ages 31-35 years, 25.5% were more than 41 years, while only 16.8% were between 21-30 years. This indicated that the sample was drawn from a very youthful group that are very active and that the County Governments have employed youthful persons who will be able to use this research knowledge for the growth of their respective Counties.

#### 4.4.3 Education Level

The education level of those surveyed was assessed and the outcome captured in the table below. Table 4.7 below displays the academic credentials of the entire sample.

**Table 4.7: Education Level**

| <b>Education level</b> | <b>Frequency</b> | <b>Percentage (%)</b> |
|------------------------|------------------|-----------------------|
| Certificate            | 00               | 00                    |
| Diploma                | 50               | 31%                   |
| Degree                 | 89               | 52.3%                 |
| Postgraduate           | 22               | 13.7%                 |
| <b>Total</b>           | <b>161</b>       | <b>100</b>            |

*Source: Field Data (2023)*

As per table 4.7, 52.3% of the people interviewed had bachelor's education, 13.7% were at postgraduate level, and only 31% were at diploma level. There was no one with certificate. This shows that the sample population was capable of understanding the Strategic Procurement Practices issues requested in the questionnaire.

#### 4.4.4 Level of Experience

From the table 4.8 below, it displays the level of experience the participants regarding number of years.

**Table 4.8: Experience Levels**

| <b>Experience Levels (%)</b> | <b>Frequency</b> | <b>Percentage</b> |
|------------------------------|------------------|-------------------|
| 0-5 years                    | 34               | 21.1%             |
| 6-9 years                    | 69               | 42.9%             |
| 10 & above years             | 58               | 36%               |
| <b>Total</b>                 | <b>161</b>       | <b>100</b>        |

*Source: Field Data (2023)*

From table 4.8 (42.9%) had an experience of 6-9 years, 21.1% had an experience of 0-5 years and 36% had experience of more than 10 years. From the above data, most staff had enough information pertaining Strategic Procurement practices in Western Region, Kenya County Governments as they had worked for the County Governments for a long period in order to understand various dynamics of Strategic Procurement Practices, Procurement Act and Regulations and Service delivery in County Governments and thus were helpful in gathering responses required by the study.

#### 4.5 Results on Reliability Test

By determining whether an instrument will produce reliable data findings, a reliability test was conducted (Kimberlin & Winterstein, 2008). This was carried out to determine things like data sources, data gathering techniques, bias testing, and precision levels. This was done to determine whether the results were consistent. The study used an internal

consistency technique to measure reliability by use of a Cronbach alpha value ( $\alpha$ ). When the values are above 0.7, the tool is deemed reliable; however, if not, the tool is evaluated. A Cronbach alpha value of 0.7 was utilized as the necessary criterion.

#### 4.5.1 Test for Reliability for Strategic Procurement Planning

As displayed in table 4.9 below, the Values of cronbach alpha for Strategic Procurement Planning across eight components. Values of cronbach alpha for Strategic Procurement Planning are more than 0.7 both before and after the items were removed. The study examined all eight Strategic Procurement Planning statements. Scale refining was subsequently detected by examining Item to Total Correlations. Indicators with an item-to-total correlation threshold greater than 0.3 were retained for subsequent analysis (Hair et al., 2006).

**Table 4.9: Test for Reliability for Strategic Procurement Planning**

| Item-Total Statistics |                            |                                |                                     |                                      |                              |
|-----------------------|----------------------------|--------------------------------|-------------------------------------|--------------------------------------|------------------------------|
|                       | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item to Total Correlation | Cronbach alpha value if Item Deleted | Overall Cronbach alpha value |
| SPP 1                 | 30.52                      | 10.512                         | 0.420                               | 0.774                                | 0.787                        |
| SPP 2                 | 30.52                      | 9.965                          | 0.496                               | 0.763                                |                              |
| SPP 3                 | 30.55                      | 9.876                          | 0.471                               | 0.767                                |                              |
| SPP 4                 | 30.35                      | 9.979                          | 0.474                               | 0.766                                |                              |
| SPP 5                 | 30.42                      | 9.624                          | 0.569                               | 0.751                                |                              |
| SPP 6                 | 30.76                      | 9.302                          | 0.527                               | 0.758                                |                              |
| SPP 7                 | 30.41                      | 9.859                          | 0.488                               | 0.764                                |                              |
| SPP 8                 | 30.52                      | 9.642                          | 0.489                               | 0.764                                |                              |

*Source: Field Data (2023)*

#### 4.5.2 Test for Reliability for Information Technology

The Cronbach alpha value coefficients for Information technology for the eight components are displayed in Table 4.10 below. IT Values of cronbach alpha were greater than 0.7 both prior to and after the items were taken out. All eight of the IT assertions were examined in the study. Item to total correlations were then examined in order to observe scale refinement. Indicators having an item-to-total correlation of larger than 0.3 were retained for further research (Hair et al., 2006).

**Table 4.10: Test for Reliability for Information Technology**

| Item-Total Statistics |                            |                                |                                     |                                      |                              |
|-----------------------|----------------------------|--------------------------------|-------------------------------------|--------------------------------------|------------------------------|
|                       | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item to Total Correlation | Cronbach alpha value if Item Deleted | Overall Cronbach alpha value |
| IT 1                  | 29.08                      | 13.925                         | 0.688                               | 0.748                                | 0.749                        |
| IT 2                  | 29.19                      | 14.590                         | 0.471                               | 0.763                                |                              |
| IT 3                  | 29.56                      | 11.912                         | 0.516                               | 0.709                                |                              |
| IT 4                  | 29.55                      | 11.454                         | 0.558                               | 0.700                                |                              |
| IT 5                  | 29.55                      | 11.168                         | 0.618                               | 0.687                                |                              |
| IT 6                  | 29.73                      | 11.103                         | 0.565                               | 0.698                                |                              |
| IT 7                  | 29.09                      | 12.812                         | 0.436                               | 0.725                                |                              |
| IT 8                  | 29.22                      | 13.193                         | 0.354                               | 0.739                                |                              |

*Source: Field Data (2023)*

#### 4.5.3 Test for Reliability for Green Procurement

The Cronbach alpha value coefficients for Green purchasing for the eight components are displayed in Table 4.11 below. Green purchasing Values of cronbach alpha were greater than 0.7 both prior to and after the items were taken out. All eight of the Green purchasing assertions were examined in the study. Item to total correlations were then examined in order to observe scale refinement. Indicators having an item-to-total correlation of larger than 0.3 were kept for further research (Hair et al., 2006).



**Table 4.11: Test for Reliability for Green Procurement**

|     | Scale Mean if<br>Item Deleted | Scale Variance if<br>Item Deleted | Corrected Item to<br>Total Correlation | Cronbach alpha<br>value if Item<br>Deleted | Overall<br>Cronbach<br>alpha value |
|-----|-------------------------------|-----------------------------------|----------------------------------------|--------------------------------------------|------------------------------------|
| GP1 | 24.15                         | 27.829                            | 0.422                                  | 0.840                                      | 0.842                              |
| GP2 | 24.44                         | 25.701                            | 0.548                                  | 0.827                                      |                                    |
| GP3 | 24.44                         | 27.789                            | 0.451                                  | 0.837                                      |                                    |
| GP4 | 24.14                         | 25.360                            | 0.677                                  | 0.813                                      |                                    |
| GP5 | 23.77                         | 23.382                            | 0.674                                  | 0.810                                      |                                    |
| GP6 | 23.90                         | 24.666                            | 0.562                                  | 0.825                                      |                                    |
| GP7 | 23.94                         | 22.692                            | 0.654                                  | 0.814                                      |                                    |
| GP8 | 23.99                         | 24.261                            | 0.627                                  | 0.816                                      |                                    |

*Source: Field Data (2023)*

#### **4.5.4 Test for Reliability for Public Procurement Law**

As displayed in table 4.12 , Cronbach alpha value coefficients for every of the eight PPREG components. PPREG Values of chronbach alpha exceeded 0.7 both before and after the items were removed. The research investigation analyzed all eight PPREG statements. Item-to-total correlations were then investigated to determine scale refinement. Indicators with an item-to-total correlation greater than 0.3 were retained for future research (Hair et al., 2006).

**Table 4.12: Test for Reliability for Public Procurement Law**

#### 4.5.5 Test for Reliability for service delivery

|         | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item to Total Correlation | Cronbach alpha value if Item Deleted | Overall Cronbach alpha value |
|---------|----------------------------|--------------------------------|-------------------------------------|--------------------------------------|------------------------------|
| PPREG1  | 62.70                      | 30.672                         | 0.727                               | 0.797                                | 0.829                        |
| PPREG2  | 62.25                      | 38.389                         | 0.426                               | 0.835                                |                              |
| PPREG3  | 62.74                      | 30.131                         | 0.762                               | 0.794                                |                              |
| PPREG4  | 62.26                      | 38.417                         | 0.716                               | 0.836                                |                              |
| PPREG5  | 62.80                      | 29.439                         | 0.734                               | 0.788                                |                              |
| PPREG6  | 62.36                      | 38.009                         | 0.736                               | 0.840                                |                              |
| PPREG7  | 62.73                      | 30.656                         | 0.736                               | 0.797                                |                              |
| PPREG8  | 62.37                      | 38.110                         | 0.631                               | 0.839                                |                              |
| PPREG9  | 62.79                      | 34.030                         | 0.588                               | 0.835                                |                              |
| PPREG10 | 62.27                      | 38.171                         | 0.637                               | 0.837                                |                              |
| PPREG11 | 62.96                      | 31.328                         | 0.726                               | 0.799                                |                              |
| PPREG12 | 62.48                      | 37.493                         | 0.829                               | 0.834                                |                              |
| PPREG13 | 62.33                      | 37.277                         | 0.830                               | 0.835                                |                              |
| PPREG14 | 62.81                      | 29.795                         | 0.810                               | 0.790                                |                              |
| PPREG15 | 62.84                      | 29.701                         | 0.839                               | 0.788                                |                              |

The Cronbach alpha value coefficients for SERVDEL for the eight components are displayed in Table 4.13 below. SERVDEL Values of chronbach alpha were greater than 0.7 both prior to and after the items were taken out. All eight of the SERVDEL assertions were examined in the study. Item to total correlations were then examined in order to observe scale refinement. Indicators having an item-to-total correlation of larger than 0.3 were retained for further research (Hair et al., 2006).

**Table 4.13 Test for Reliability for service delivery**

|           | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item to Total Correlation | Cronbach alpha value if Item Deleted | Overall Cronbach alpha value |
|-----------|----------------------------|--------------------------------|-------------------------------------|--------------------------------------|------------------------------|
| SERVDEL 1 | 27.51                      | 13.469                         | 0.423                               | 0.770                                | 0.784                        |
| SERVDEL 2 | 27.59                      | 12.878                         | 0.466                               | 0.764                                |                              |
| SERVDEL 3 | 27.31                      | 12.848                         | 0.480                               | 0.761                                |                              |
| SERVDEL 4 | 27.12                      | 12.862                         | 0.493                               | 0.759                                |                              |
| SERVDEL 5 | 27.44                      | 12.335                         | 0.606                               | 0.741                                |                              |

|              |       |        |       |       |
|--------------|-------|--------|-------|-------|
| SERVDEL<br>6 | 27.44 | 12.707 | 0.521 | 0.755 |
| SERVDEL<br>7 | 27.32 | 12.778 | 0.461 | 0.765 |
| SERVDEL<br>8 | 27.14 | 12.391 | 0.462 | 0.766 |

*Source: Field Data (2023)*

#### **4.5.6: Overall Reliability**

The internal consistency item values in question and constructs that are associated were utilized to determine the level of reliance on each particular item. The internal consistency of each construct was assessed using Cronbach alpha value. The reliability of every construct rating assessed. Cronbach alpha value was 0.798, which is considered to be above the required 0.7, as seen in Table 4.14. Values of cronbach alpha for second-order variables ranged within 0.784 to 0.842. Indicated in Table 4.14 below, each of the variables under study met the necessary reliability threshold and thus was maintained for further evaluation since no scale items were lost.

**Table 4.14: Overall Reliability of Research Instrument**

| <b>Construct</b>                       | <b>Cronbach<br/>alpha<br/>value</b> | <b>No of<br/>items</b> | <b>Decision</b> |
|----------------------------------------|-------------------------------------|------------------------|-----------------|
| Strategic Procurement Planning         | 0.787                               | 8                      | reliable        |
| Information Technology                 | 0.749                               | 8                      | reliable        |
| Green Procurement                      | 0.842                               | 8                      | reliable        |
| Public Procurement Act and Regulations | 0.829                               | 15                     | reliable        |
| Service Delivery                       | 0.784                               | 8                      | reliable        |
| Overall                                | 0.798                               | 47                     | reliable        |

*Source: Survey Data (2023)*

#### **4.6 Validity of Research instruments**

Validity was investigated to see whether instruments for research correctly communicated theoretical notions. The information under examination was evaluated using component analysis for its dimensional and validity of constructs. An exploratory factor analysis was carried out to ascertain the item structure, validity, and scale unidimensional evaluation of

the study constructs. An exploratory factor analysis was used to clean up and modify the parameters in order to generate the most relevant number of components. To enhance each construct, PCA and the promax rotation algorithm were utilized. Construct elements that have factor loadings higher than 0.4 were kept for subsequent analysis (Hair et al., 2011). The research looked at the indicator values of Kaiser Meyer Olkin together with Bartlett's test of Sphericity to determine how items could be grouped. The KMO revealed to be over the 0.6 threshold (0.772), and the Bartlett test of Sphericity tested significantly where  $p < 0.05$ , which is a need for factor analysis, is displayed by Table 4.15 below.

**Table 4.15: KMO and Bartlett's Test for Sampling Adequacy**

| <b>KMO and Bartlett's Test</b>                   |                    | <b>Value</b> |
|--------------------------------------------------|--------------------|--------------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | 0.772        |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 304.847      |
|                                                  | df                 | 28           |
|                                                  | Sig.               | 0.000        |

*Source: Field Data (2023)*

#### **4.6.1 Communalities for Constructs**

The presence of finite communalities ratings indicates that construct items do not correspond properly to solution of factors extracted and thus to be exempted in future assessment. Table 4.16 displays extracted communalities for the retained components examining County Governments construct service delivery, all of which exceeded 0.5, showing that the items that were retained corresponded with the remaining components within the factor solution (Pallant, 2010).

**Table 4.16 Communalities for constructs**

|                                                                                                                                                                                          | Initial | Extraction |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|------------|
| The county does identification of needs before buying goods and services.                                                                                                                | 1.000   | .501       |
| Assessment of needs is also done before procurement of goods and services                                                                                                                | 1.000   | .594       |
| Purchasing plans receive top management support in the county                                                                                                                            | 1.000   | .560       |
| Budgets are met by timely prepared procurement plans                                                                                                                                     | 1.000   | .629       |
| Implementation of procurement plans gets enough support from the organization top leadership.                                                                                            | 1.000   | .504       |
| The policy of government are matched to people's needs.                                                                                                                                  | 1.000   | .681       |
| The estimated budget dictates the goods works and services to be bought                                                                                                                  | 1.000   | .617       |
| Quality levels dictate the type of goods works or services bought                                                                                                                        | 1.000   | .606       |
| Procured items specs are posted on the county website.                                                                                                                                   | 1.000   | .665       |
| Invitation for tender submission is done on the websites established by the county govts.                                                                                                | 1.000   | .646       |
| There exists very clear guidelines for procurement in an online platform.                                                                                                                | 1.000   | .647       |
| County good performance and effectiveness has been enabled through technology used                                                                                                       | 1.000   | .700       |
| Payments are made on an electronic platform for all the payments made                                                                                                                    | 1.000   | .716       |
| Staff members have the requisite knowledge required to use electronic infrastructure installed                                                                                           | 1.000   | .633       |
| Electronic procurement has been achieved due to training programmes made to the staff members                                                                                            | 1.000   | .692       |
| Electronic Procurement manual within the organization to guide                                                                                                                           | 1.000   | .762       |
| On electronic procurement processes boosts its implementation.                                                                                                                           | 1.000   | .622       |
| Goods procured have information about their effects to the environment.                                                                                                                  | 1.000   | .696       |
| The disposal committee ensures that materials are disposed in a manner that does not harm the environment.                                                                               | 1.000   | .755       |
| The county considers working with suppliers who are ISO certified                                                                                                                        | 1.000   | .659       |
| There is environmentally friendly Technical specifications and/or award criteria for the works, supplies or services.                                                                    | 1.000   | .796       |
| Implementation of contracts is done with compliance to the existing environmental laws                                                                                                   | 1.000   | .659       |
| The most preferred method to acquisition of goods and services and works is the open tender method                                                                                       | 1.000   | .757       |
| Prior the commencement of a Procurement process, the Procurement entity obtains authorization from the entity's accounting officer.                                                      | 1.000   | .638       |
| The approved budget dictates the preparation of the procurement plans by the accounting officer                                                                                          | 1.000   | .828       |
| 30% of budget allocation is reserved for women, persons with disability and the youth by the procuring entities.                                                                         | 1.000   | .803       |
| The accounting officer uses the standard Procurement and asset disposal documents                                                                                                        | 1.000   | .839       |
| The Procurement in charge issues a professional opinion to the accounting officer                                                                                                        | 1.000   | .643       |
| The accounting officer constitutes Procurement and asset disposal committees in accordance with the Act.                                                                                 | 1.000   | .796       |
| There is proper documentation of Procurement proceedings and safe custody of all Procurement records in accordance with the Act                                                          | 1.000   | .770       |
| The Procurement and asset disposal process of the public entity complies with the Act.                                                                                                   | 1.000   | .635       |
| Procurement plans are prepared inconformity with the medium term fiscal framework                                                                                                        | 1.000   | .581       |
| Procurement professionals are involved during the negotiations of the bilateral/multilateral agreement.                                                                                  | 1.000   | .771       |
| The tender documents have a mandatory requirement to successful tenderers to transfer technology, skills and knowledge through training, mentoring and participation of Kenyan citizens. | 1.000   | .712       |
| Financial and conflict of interest disclosure requirements for public Procurement officials is adhered to.                                                                               | 1.000   | .659       |
| Reduced lead time improves service delivery to clients.                                                                                                                                  | 1.000   | .644       |
| The county publishes contract awards and prices                                                                                                                                          | 1.000   | .639       |
| The Procurement processes undertaken in a way that minimizes cost in order to achieve value for money.                                                                                   | 1.000   | .713       |
| Suppliers honor their obligation for the supply of goods, works or services.                                                                                                             | 1.000   | .625       |
| Technical specifications or standards used are made available to all tenderers in advance.                                                                                               | 1.000   | .629       |
| The criteria intended to be applied for contract award is stated in the notice or tender documents.                                                                                      | 1.000   | .654       |

Extraction method: Principal Component Analysis.

#### **4.6.2: Total Variance Explained**

The Kaiser Criterion was applied to determine the number of components to be extracted from each construct according to Table 4.17 below. Kaiser kept the variables whose Eigen values were higher than 1. There were 13 factors which was included to a total of 47 factors that represents the total factors. According to Table 4.13, the 13 components that were kept were able to account for 68.126% of the total variation in the study's data. In the initial solution, the 13 additional factors had Eigen values that were higher than 1. These 13 parameters together accounted 68.126% of the variation in the obtained solution. As a result, after rotating the service delivery of County Governments factor solution in a promax direction, no context of the initial Eigen values were lost (Hair et al., 2010).

**Table 4.17: Total Variance Explained**

### 4.6.3 Pattern Matrix

| Component | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|
|           | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                             |
| 1         | 6.094               | 12.966        | 12.966       | 6.094                               | 12.966        | 12.966       | 5.722                             |
| 2         | 5.468               | 11.634        | 24.601       | 5.468                               | 11.634        | 24.601       | 4.459                             |
| 3         | 4.019               | 8.551         | 33.152       | 4.019                               | 8.551         | 33.152       | 3.522                             |
| 4         | 2.925               | 6.224         | 39.376       | 2.925                               | 6.224         | 39.376       | 3.528                             |
| 5         | 2.246               | 4.779         | 44.155       | 2.246                               | 4.779         | 44.155       | 3.894                             |
| 6         | 1.967               | 4.185         | 48.340       | 1.967                               | 4.185         | 48.340       | 2.863                             |
| 7         | 1.736               | 3.693         | 52.033       | 1.736                               | 3.693         | 52.033       | 2.504                             |
| 8         | 1.628               | 3.464         | 55.497       | 1.628                               | 3.464         | 55.497       | 1.878                             |
| 9         | 1.320               | 2.809         | 58.305       | 1.320                               | 2.809         | 58.305       | 2.415                             |
| 10        | 1.252               | 2.665         | 60.970       | 1.252                               | 2.665         | 60.970       | 2.279                             |
| 11        | 1.138               | 2.422         | 63.392       | 1.138                               | 2.422         | 63.392       | 2.361                             |
| 12        | 1.128               | 2.401         | 65.793       | 1.128                               | 2.401         | 65.793       | 1.430                             |
| 13        | 1.096               | 2.333         | 68.126       | 1.096                               | 2.333         | 68.126       | 1.299                             |
| 14        | .959                | 2.040         | 70.165       |                                     |               |              |                                   |
| 15        | .925                | 1.968         | 72.133       |                                     |               |              |                                   |
| 16        | .905                | 1.925         | 74.058       |                                     |               |              |                                   |
| 17        | .839                | 1.786         | 75.844       |                                     |               |              |                                   |
| 18        | .775                | 1.649         | 77.493       |                                     |               |              |                                   |
| 19        | .709                | 1.509         | 79.002       |                                     |               |              |                                   |
| 20        | .668                | 1.422         | 80.424       |                                     |               |              |                                   |
| 21        | .643                | 1.368         | 81.792       |                                     |               |              |                                   |
| 22        | .638                | 1.357         | 83.150       |                                     |               |              |                                   |
| 23        | .579                | 1.232         | 84.381       |                                     |               |              |                                   |
| 24        | .566                | 1.203         | 85.585       |                                     |               |              |                                   |
| 25        | .552                | 1.175         | 86.760       |                                     |               |              |                                   |
| 26        | .496                | 1.055         | 87.815       |                                     |               |              |                                   |
| 27        | .471                | 1.001         | 88.816       |                                     |               |              |                                   |
| 28        | .464                | .988          | 89.804       |                                     |               |              |                                   |
| 29        | .422                | .897          | 90.702       |                                     |               |              |                                   |
| 30        | .397                | .844          | 91.546       |                                     |               |              |                                   |
| 31        | .384                | .818          | 92.364       |                                     |               |              |                                   |
| 32        | .366                | .778          | 93.142       |                                     |               |              |                                   |
| 33        | .351                | .747          | 93.889       |                                     |               |              |                                   |
| 34        | .340                | .724          | 94.613       |                                     |               |              |                                   |
| 35        | .305                | .649          | 95.261       |                                     |               |              |                                   |
| 36        | .280                | .596          | 95.857       |                                     |               |              |                                   |
| 37        | .271                | .577          | 96.434       |                                     |               |              |                                   |
| 38        | .236                | .502          | 96.937       |                                     |               |              |                                   |
| 39        | .223                | .474          | 97.411       |                                     |               |              |                                   |
| 40        | .213                | .453          | 97.864       |                                     |               |              |                                   |
| 41        | .190                | .403          | 98.267       |                                     |               |              |                                   |
| 42        | .175                | .372          | 98.639       |                                     |               |              |                                   |
| 43        | .158                | .337          | 98.976       |                                     |               |              |                                   |
| 44        | .142                | .301          | 99.278       |                                     |               |              |                                   |
| 45        | .136                | .290          | 99.568       |                                     |               |              |                                   |
| 46        | .122                | .259          | 99.826       |                                     |               |              |                                   |
| 47        | .082                | .174          | 100.000      |                                     |               |              |                                   |

Extraction Method: Principal Component Analysis.

**Table 4.18: Pattern Matrix**

| Item   | Green<br>procurement | Information<br>technology | Public<br>procurement Act<br>and regulations | Strategic<br>procurement<br>planning | Service<br>Delivery |
|--------|----------------------|---------------------------|----------------------------------------------|--------------------------------------|---------------------|
| SPP1   |                      |                           |                                              | 0.600                                |                     |
| SPP2   |                      |                           |                                              | 0.523                                |                     |
| SPP3   |                      |                           |                                              | 0.612                                |                     |
| SPP4   |                      |                           |                                              | 0.730                                |                     |
| SPP5   |                      |                           |                                              | 0.510                                |                     |
| SPP6   |                      |                           |                                              | 0.540                                |                     |
| SPP7   |                      |                           |                                              | 0.541                                |                     |
| SPP8   |                      |                           |                                              | 0.657                                |                     |
| IT1    |                      | .615                      |                                              |                                      |                     |
| IT2    |                      | .645                      |                                              |                                      |                     |
| IT3    |                      | .693                      |                                              |                                      |                     |
| IT4    |                      | .718                      |                                              |                                      |                     |
| IT5    |                      | .454                      |                                              |                                      |                     |
| IT6    |                      | .600                      |                                              |                                      |                     |
| IT7    |                      | .702                      |                                              |                                      |                     |
| IT8    |                      | .730                      |                                              |                                      |                     |
| GP1    | .625                 |                           |                                              |                                      |                     |
| GP2    | .559                 |                           |                                              |                                      |                     |
| GP3    | .581                 |                           |                                              |                                      |                     |
| GP4    | .652                 |                           |                                              |                                      |                     |
| GP5    | .677                 |                           |                                              |                                      |                     |
| GP6    | .738                 |                           |                                              |                                      |                     |
| GP7    | .603                 |                           |                                              |                                      |                     |
| GP8    | .680                 |                           |                                              |                                      |                     |
| PREG1  |                      |                           | .599                                         |                                      |                     |
| PREG2  |                      |                           | .626                                         |                                      |                     |
| PREG3  |                      |                           | .652                                         |                                      |                     |
| PREG4  |                      |                           | .427                                         |                                      |                     |
| PREG5  |                      |                           | .535                                         |                                      |                     |
| PREG6  |                      |                           | .620                                         |                                      |                     |
| PREG7  |                      |                           | .509                                         |                                      |                     |
| PREG8  |                      |                           | .745                                         |                                      |                     |
| PREG9  |                      |                           | .583                                         |                                      |                     |
| PREG10 |                      |                           | .512                                         |                                      |                     |
| PREG11 |                      |                           | .683                                         |                                      |                     |
| PREG12 |                      |                           | .556                                         |                                      |                     |
| PREG13 |                      |                           | .754                                         |                                      |                     |
| PREG14 |                      |                           | .673                                         |                                      |                     |
| PREG15 |                      |                           | .732                                         |                                      |                     |
| SERD1  |                      |                           |                                              |                                      | .759                |
| SERD2  |                      |                           |                                              |                                      | .727                |
| SERD3  |                      |                           |                                              |                                      | .599                |
| SERD4  |                      |                           |                                              |                                      | .703                |
| SERD5  |                      |                           |                                              |                                      | .712                |
| SERD6  |                      |                           |                                              |                                      | .609                |
| SERD7  |                      |                           |                                              |                                      | .534                |
| SERD8  |                      |                           |                                              |                                      | .574                |

Extraction Method: Principal Component Analysis. Rotation Method: Promax with Kaiser Normalization.

*Source: Field Data (2023)*

#### **4.7 Descriptive Statistics**

For the purpose of acquiring statistically descriptive information, the investigation did analyze the data using a descriptive method. The findings were then used to make assumptions and inferences about the relationship that existed between the predictor variable (IVS) and predicted variable (DV). The researcher did evaluate the data in accordance with its objectives in the pursuit of determining the associations, and as a result, the pertinent questions were consistent with the goals of the study. The questions on the data gathering instrument were constructed on a 1-5 likert scale, where 1 is Strongly Disagree, 2 =Disagree, 3 =Fairly agree, 4 =Agree, and 5 = Strongly Agree. During the study analysis, a mean and a standard deviation were obtained for each items observed for the specific latent construct. The study thereafter was able to obtain the mean for every IV and DV. Given that the obtained means were in fractions, the study had to moderate them based on the statistics depicted in table 4.19 below

**Table 4.19: Interpretation of Descriptive Statistics**

| <b>Scale Representing</b> | <b>Statistics</b> | <b>Interpretation (%)</b> |
|---------------------------|-------------------|---------------------------|
| 1. Strongly Disagree      | 0.1 to 1.0        | Strongly Disagree         |
| 2. Disagree               | 1.1 to 2.0        | Disagree                  |
| 3. Fairly Agree           | 2.1 to 3.0        | Fairly Agree              |
| 4. Agree                  | 3.1 to 4.0        | Agree                     |
| 5. Strongly Agree         | 4.1 to 5.0        | Strongly Agree            |

*Source: Field Data (2023)*

The standard deviation threshold was 0.9, showing that a standard deviation that is equal to or greater than becomes significant and, therefore, indicative of response dispersion (Curran-Everett & Benos, 2014).

#### **4.7.1 Results of Strategic Procurement Planning**

The purpose of this research was to determine how County government's abilities to deliver services in the western part of Kenya Region were affected by strategic procurement planning. A scale that ranges from 1 (strongly disagree) to 5 (strongly agree) was used to ask those who participated to express their feelings regarding a number of issues. Strongly agree stipulates an excellent degree of agreement with the County Governments' delivery of services, and this rating is comparable to the Likert scale's rating, which ranges from 4.1 to 5.0. Agree score depicts a high level of association on service delivery of County Governments and this happens to be similar to the score of the likert scale that ranges from 3.1 to 4.0. The rating of "fairly agree" indicates a neutral effect of association on County Government service delivery, and it is comparable to the Likert scale rating, which has a mean range of 2.1 to 3.0. Strongly disagree rating illustrates an incredibly small effect on County Governments' delivery of services, which is similar to the Likert scale's rating, which varies between 1.1 to 2.0. Disagree rating illustrates an insignificant impact of County Governments' service delivery, which is equivalent to the Likert scale's score that varies between a mean score of 0.1 to 1.0. Standard deviation which is greater than one depicts that responses had significant variances. The results of the analysis on SPP in relation to delivery of services are displayed in Table 4.20 below

| <b>Strategic Procurement Planning</b>                                                  | <b>N</b> | <b>Response<br/>Minimum</b> | <b>Maximum</b> | <b>Mean</b>  | <b>Std.<br/>Dev</b> |
|----------------------------------------------------------------------------------------|----------|-----------------------------|----------------|--------------|---------------------|
| Identification of need requirements is undertaken on all procured goods and services.  | 161      | 1                           | 5              | 4.35         | .593                |
| Assesment of needs is done prior to procuring goods and services in the county         | 161      | 1                           | 5              | 4.35         | .662                |
| The top management supports the implementation of procurement plans                    | 161      | 2                           | 5              | 4.31         | .709                |
| Purchasing plans are made on time in order to inform the budget process                | 161      | 1                           | 5              | 4.52         | .680                |
| Strategic procurement plans are supported by the organizations top management          | 161      | 1                           | 5              | 4.44         | .678                |
| Government policy is needs oriented.                                                   | 161      | 1                           | 5              | 4.10         | .793                |
| The estimated budget is the basis for all the procurement for goods works and services | 161      | 2                           | 5              | 4.45         | .697                |
| Quality standards are required to be adhered to when buying goods, works and services. | 161      | 1                           | 5              | 4.33         | .772                |
| <b>AVERAGE</b>                                                                         | 161      | <b>1.375</b>                | <b>5</b>       | <b>4.357</b> | <b>.698</b>         |

**Table 4.20: Descriptive statistics for Strategic Procurement Planning**

*Source. Field Data (2023)*

The mean well as from the likert scale response in line to the obtained standard deviation to the statements about strategic procurement planning were also calculated and are shown in table 4.16 above. The respondents strongly agreed that identification of needs is done on every purchase of goods or services made within the County (M= 4.35, SD=0.593). The insignificant variance indicated that not all counties conducted identification of needs for all goods and services that are purchased. In addition, the respondents strongly agreed that Assesment of needs is carried out prior commencing of procuring activities in the County (M= 4.35, SD=0.662. The insignificant variance showed that only a few counties conduct

need analysis on all goods and services acquired by the County. This is in line with the conclusions of Harvey's (2008) study, who asserted that needs assessment is effective in identifying appropriate interventions through clear identification of the problem to ensure that finite resources (Before Budget appropriations) are considered towards the development and adoption of a feasible and applicable solutions for identified projects and also ensure that funds available are used accordingly. Additionally, the participants said that top management supports the implementation of strategic procurement plans ( $M=4.31$ ,  $SD=0.709$ ). The deviation that was not significant showed that not all county top management supports implementation of strategic procurement plans. The finding concurs with the findings of Salim and Kithika (2019) where it was found that top management involvement in businesses is crucial for emphasizing the importance of adhering to protocols and comprehending the specific requirements for the user departments.

In furtherance, respondents concurred that plans for procurement are prepared within time to inform budgets ( $M=4.52$ ,  $SD=0.680$ ). The deviation that was not significant suggested that not all counties' Budgeting is informed thought procurement plans that are prepared timely.

This is in agreement with the PPADA (2015), which asserts that procuring entities should plan their procurement and that a procurement plan will therefore help procurement entities in achieving maximum value for money and expenditures. As shown in the results, the respondents strongly agreed that the policy of the government is matched with what the people need ( $M=4.10$ ,  $SD=0.793$ ). The deviation that was not significant indicated that not all county needs are in line with government policy. Additionally, those surveyed ( $M=4.45$ ,  $SD=0.697$ ) strongly concurred and stated that goods, works, and services obtained were

within the projected budget. The insignificant variation depicted that every county does not made purchases of goods, services, and works within the projected budget. The responded also concurred that the goods, works, and services acquired meet the necessary quality criteria ( $M=4.33$ ,  $SD=0.772$ ). The insignificant variance pointed out that not every county obtained goods, works, and services that met the necessary quality criteria. Responses to the question of how Strategic Procurement Planning practice affects County Governments' ability to deliver services in Western Region, Kenya ranged from a mean of 4.10 to 4.52 at a standard deviation of .698, with an overall mean response of 4.357.

The vast majority of those surveyed concurred that through the commitment of top leadership, such as ensuring that established procedures are followed through prompt preparation of strategic purchasing plans which inform the process of budgeting aids toward accomplishing objectives set, thereby resulting in enhanced service delivery. Respondents were also asked to express their opinions on whether the top management was committed to the implementation of Strategic Procurement Plans. Nevertheless, this was ascribed to an abundance of funds since its lack hinders the County's attempts to accomplish its goals. This in addition matched the interview response, which stated,

*“Top management has a role to play in ensuring adherence to the required procedures in terms of preparation and submission of strategic procurement plan on time. It also ensures that all procurements are done within the available budgets and that due process is followed in implementing the procurement plans”*

The interviewee views were in agreement with the Mc Kinsey framework model which asserts that a proper plan implementation strategy helps in improving firm performances if needs are properly aligned. Those surveyed were similarly sought to express their views on

the obstacles their organizations face in accomplishing the goals outlined in their plans for strategy, and most of them agreed that the national government's slow payments of funds and the limited funds that it provides which are insufficient given the pressing requirements of the counties hinder their attempts to meet the necessary goals and, consequently, ensuring the delivery of services. Some people mentioned conflict between competing interests brought on by political meddling, which leads to contracts being awarded in a particular manner without following the established purchasing procedures.

#### **4.7.2. Results of Information Technology**

The goal of this research was to ascertain whether information technology impacts county governments' ability to provide services in the western region of Kenya. Participants were asked to rate their opinions on a variety of issues on a scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Strongly agree indicates a high degree of agreement with the County Governments' delivery of services, and this rating is comparable to the Likert scale's rating, which goes between 4.1 to 5.0. The agree rating indicates a significant degree of association with the County Governments' delivery of services, and it corresponds to the Likert scale rating, ranging from 3.1 to 4.0. The fairly agree rating shows a neutral effect of affiliation on County Government delivery of services, and it is comparable to the Likert scale rating, having a mean ranging from 2.1 to 3.0. Strongly disagree score represents an extremely small impact of the delivery of services of County Governments and corresponds to the Likert scale rating that varies between a mean rating of 0.1 to 1.0, whereas disagree rating illustrates an insignificant effect of service delivery of County Governments with a Likert scale rating ranging from 1.1 to 2.0 mean aggregate. A standard deviation that is more than one indicates that there were considerable variations in the responses given. The

results of the analysis on information technology in relation to delivery of services underwent descriptive analysis and are displayed in Table 4.21 below.

**Table 4.21: Descriptive Statistics for Information Technology Practice and Service Delivery**

| Information Technology                                                                                                        | N   | Response     |          |              |             |
|-------------------------------------------------------------------------------------------------------------------------------|-----|--------------|----------|--------------|-------------|
|                                                                                                                               |     | Minimum      | Maximum  | Mean         | Std. Dev    |
| From the digital website of the counties are posted procurement items specification                                           | 161 | 1            | 5        | 4.49         | .662        |
| The county does invitation to tenders proposals via its electronic website                                                    | 161 | 1            | 5        | 4.36         | .666        |
| Clear guidelines for ICT exist to provide guidance for transactions                                                           | 161 | 2            | 5        | 4.01         | .874        |
| Technological resources have led to overall good performance of the County                                                    | 161 | 2            | 5        | 4.02         | .922        |
| E-payments has been achieved due to proper implementation of electronic procurement                                           | 161 | 2            | 5        | 4.02         | .916        |
| Members of staff are equipped with ICT skills and knowledge required to implement electronic procurement.                     | 161 | 1            | 5        | 3.83         | .986        |
| Training of staff on the use of electronic procurement tools enhances the implementation of electronic procurement.           | 161 | 2            | 5        | 4.48         | .766        |
| Electronic Procurement manual within the organization to guide on electronic procurement processes boosts its implementation. | 161 | 1            | 5        | 4.42         | .737        |
| <b>AVERAGE</b>                                                                                                                | 161 | <b>2.625</b> | <b>5</b> | <b>4.204</b> | <b>.816</b> |

*Source: Field Data (2023)*

Table 4.21 shows measures of central tendencies (mean and standard deviation) responses from the Likert scale to the statements pertaining to IT. Those surveyed (M=4.49, SD=0.662) strongly concurred that county websites disclose requirements for purchased items. The insignificant difference suggested that not all counties displayed the specifications for the goods to be purchased on the county website. The participants also strongly concurred that county electronic procurement channels are used for solicitations of tender proposals (M=4.36; SD=0.666). The deviation that was not significant indicated that not every County posted requests for proposals for tenders on the county's electronic

purchasing website. The survey participants ( $M=4.01$ ,  $SD=0.874$ ) also strongly concurred that Counties have put in place clear guidelines on the use of ICT for its transactions. The deviation that was not significant indicated that not all Counties had implemented precise policies regarding the utilization of ICT for its operations.

According to Radonji and Reuben (2019), an organization can ensure that political and social endeavors, handling of data, safety, and confidentiality, in addition to the technical and operational aspects of the organization as a whole, are effectively and efficiently handled by establishing a well-organized ICT policy. The respondents also strongly agreed that technological resources have led to overall good performance of the County. ( $M=4.02$ ,  $SD=0.922$ ). The deviation that was not significant suggested that the County's overall achievement had not improved as a result of its technological capabilities. The individuals surveyed strongly agreed, as seen by the findings ( $M=4.02$ ,  $SD=0.916$ ), that the success of electronic payments was due to proper implementation of electronic procurement. The deviation that was not significant suggested that poor execution of electronic purchasing had prevented the adoption of payments via the internet. The survey participants also concurred that employees have the ICT expertise and skills necessary to undertake electronic purchasing ( $M=3.83$ ,  $SD=0.986$ ). The deviation that was not significant suggested that not every county employee possessed the ICT expertise needed to execute electronic purchasing. Those surveyed also strongly concurred that employee education on electronic procurement systems improves its implementation ( $M=4.48$ ,  $SD=0.766$ ). The deviation that was not significant suggested that staff training on electronic procurement technologies does not result in improved execution of electronic procurement. The respondents also concurred that having an organization-wide manual for electronic

procurement processes helps the process adoption ( $M=4.42$ ,  $SD=0.737$ ). The deviation that was not significant suggested that procurement manuals do not facilitate their execution. Respondents to the question on how information technology practices affect county governments' ability to provide services in Western Region, Kenya varied from 3.83 to 4.49 with a mean response of 4.204 and with a standard deviation of 0.816.

Respondents were also asked to give their opinion on what benefits are derived from incorporating IT in Procurement and majority of them stated that; *“technology helps in increasing transparency thus reduction in fraud, reduction of errors, costs associated with manual transactions and quick processing of procurement transactions.”* It was also noted by a few respondents that; *“technology facilitates audit trail in ensuring transparency in procurement transactions.”* Respondents also noted on how their Counties ensured that they were acquainted with knowledge and skills in IT considering the significant changes in technology and majority stated that through training, development and capacity building programmes organized by the Counties, they were able to acquaint themselves with the necessary skills and knowledge on IT.

#### **4.7.3. Results of Green procurement**

The goal of the research was to ascertain whether the county governments in Western Region, Kenya and delivery of services are impacted by environmentally friendly purchasing. Participants were asked to rate their opinions on a variety of issues on a rating system ranging from 1 (strongly disagree) to 5 (strongly agree).

Strongly agree indicates a high degree of agreement with the County Governments' delivery of services, and this rating is comparable to the Likert scale's rating, which goes between 4.1 to 5.0. The agree rating indicates an elevated level of affiliation with the way county governments deliver their services, and it is equivalent to the Likert scale rating,

which ranges from 3.1 to 4.0. The fairly agree score shows a neutral effect of affiliation on county government delivery of services, and it is comparable to the Likert scale rating, which has a mean range ranging from 2.1 to 3.0. A disagree rating illustrates an extremely low effect from county government delivery of services and corresponds to the Likert scale rating that varies between an average rating of 1.1 to 2.0, while disagree score depicts a low impact of county government service delivery and is similar to the Likert scale score that ranges from a mean score of 0.1 to 1.0. A standard deviation that is more than one indicates that there were considerable disparities in responses. The results of the analysis are displayed in Table 4.22. The findings of a descriptive study on the impact of environmentally friendly purchasing methods on the delivery of services are summarized in table 4.22 below.

**Table 4.22: Descriptive Statistics for Green Procurement and Service Delivery**

| Green Procurement                                                                                                                  | Response   |              |          |              |             |
|------------------------------------------------------------------------------------------------------------------------------------|------------|--------------|----------|--------------|-------------|
|                                                                                                                                    | N          | Minimum      | Maximum  | Mean         | Std. Dev    |
| The county complies with written guidelines for environmental protection (i.e., Environmental Policy or Environmental Guidelines)? | 161        | 1            | 5        | 3.39         | .828        |
| Goods, works and services are procured from suppliers who are compliant to environmental Regulations.                              | 161        | 1            | 5        | 3.10         | .992        |
| Products that are procured are made from recycled materials.                                                                       | 161        | 1            | 5        | 3.09         | .794        |
| Goods procured have information about their effects to the environment                                                             | 161        | 1            | 5        | 3.40         | .888        |
| The disposal committee ensures that materials are disposed in a manner that does not harm the environment.                         | 161        | 1            | 5        | 3.77         | 1.150       |
| The county considers working with suppliers who are ISO certified or are considering getting ISO certification.                    | 161        | 1            | 5        | 3.64         | 1.124       |
| There are environmentally friendly Technical specifications and/or award criteria for the works, supplies or services.             | 161        | 1            | 5        | 3.60         | 1.268       |
| There is adherence and close monitiation of environmental policies during contract execution                                       | 161        | 1            | 5        | 3.55         | 1.092       |
| <b>AVERAGE</b>                                                                                                                     | <b>161</b> | <b>1.125</b> | <b>5</b> | <b>3.442</b> | <b>.709</b> |

*Source: Field Data (2023)*

The Likert scale responses on green procurement statements were likewise established and summarized into mean and standard deviation as displayed in Table 4.22 above. The

respondents concurred that the counties complies with written rules for ecological protection ( $M=3.39$ ,  $SD=0.828$ ). The deviation that was not significant suggested that not all the counties comply with written guidelines for environmental protection. In addition, the respondents agreed that goods, works and services are procured from suppliers who are compliant to environmental Regulations ( $M=3.10$ ,  $SD=0.992$ ). According to Mironga (2019), the purchasing departments of County Governments ought to ensure that only certified environmentally friendly suppliers are prequalified to supply sustainable goods and services in the county in order to boost green procurement operations. Additionally, participants ( $M=3.09$ ,  $SD=0.794$ ) concurred that the goods purchased are created from recycled resources. The deviation that was not significant suggested that not all of the products purchased were manufactured using material that had been recycled. The survey participants also concurred that purchased goods contain information regarding their environmental impact ( $M=3.40$ ,  $SD=0.888$ ). The deviation that was not significant suggested that not every commodities purchased have information concerning how they affect the environment. Surveyed participants concurred that the waste disposal committee guarantees that items are gotten rid of in a way that does not harm the environment, as evidenced by the results ( $M=3.77$ ,  $SD=1.150$ ). The significant deviation suggested that every county's disposal committee makes sure that waste is disposed of in a way that doesn't affect the environment. Further, the respondents agreed that the county considers working with suppliers who are ISO certified or are considering getting ISO certification ( $M=3.64$ ,  $SD=1.124$ ). The significant deviation hinted that all the counties considers working with suppliers who are ISO certified or are considering getting ISO certification.

This finding agrees with that of Botta (2018) which established that in order to improve an organization's image with its customers, purchasing managers who are environmentally conscious must be placed at the forefront of their business operations. They must make sure that the suppliers they choose provide products that are highly recoverable, recyclable, and reusable. Those surveyed ( $M=3.60$ ,  $SD=1.268$ ) also concurred that environmentally conscious technical requirements and/or reward criteria exist for the works, supplies, or services. The significant variance suggested that there exists technical standards and/or criteria for awarding for the works, materials, or services that were environmentally friendly. The surveyed participants ( $M=3.55$ ,  $SD=1.092$ ) also concurred that there is monitoring of environmental protection or efficiency during the execution of contracts or performance of goods or services. The significant deviation hinted that There is adherence and close monitation of environmental policies during contract execution. The responses to the question regarding how sustainable purchasing practices influence county governments' ability to deliver services in Western Region, Kenya ranged from 3.10 to 3.77 with a standard deviation of .709 and an average mean of 3.442.

A majority of those surveyed reported that environmentally friendly purchasing methods were still not fully embraced in their Counties, which they attributed to a lack of devotion from the government's agencies to fully implement laws and ensure that environmental laws are put into effect to the latter. The aforementioned conclusions were supported in a study by Tiwari (2019), who revealed that regulatory pressure and customer pressure were the main elements that encourage the sustainable purchasing practices. Only a few responders were familiar with the idea of environmentally friendly procurement, which shows a lack of knowledge about the sustainable notion. This is additionally in line with

Omoruyi (2019) assertion that organizations must abide by environmental laws in their daily activities to protect the environment, and that the absence of clear environmental laws may contribute to ecological degradation. This was also evident from an interviewee response;

*“We do not necessarily look at certain metrics but as part of the contract, we require that our suppliers or contractors clear the sites after completion of certain project and also, they are required to take environmental consideration within the areas where they are working in order to minimise environmental damage.”* In addition, respondents were required to give an opinion on how their departments ensure compliance to sustainable purchasing practices. Majority of the respondents stated that if training is availed through workshops and seminars, then it would be of help to achieving the objectives and aims of green procurement in the Counties an indication that they were not compliant. This finding was in line with Ahsan and Rahman (2017) who established that green procurement emerges as a result of both businesses and governments identifying strategic ways to ensure that supply chain management activities efficiently enable product re-use, recycling, and resource reduction rather than discarding it.

#### **4.7.4. Results of Moderating Effect of Public Procurement Law**

The goal of the research was to ascertain whether delivery of services by county governments in Western Region, Kenya's is moderated by Procurement Law and regulations. Participants were asked to rate their opinions on a variety of items on a rating system ranging from 1 (strongly disagree) to 5 (strongly agree). Strongly agree indicates a high degree of agreement with the County Governments' delivery of services, and this rating is comparable to the Likert scale's rating, which goes between 4.1 to 5.0. The agree rating indicates an elevated level of affiliation with the way county governments deliver

their services, and it is equivalent to the Likert scale rating, which ranges from 3.1 to 4.0. The fairly agree score shows a neutral effect of affiliation on county government delivery of services, and it is comparable to the Likert scale rating, which has a mean range ranging from 2.1 to 3.0. A strongly disagree rating illustrates an extremely low effect from county government delivery of services and corresponds to the Likert scale rating that varies between an average rating of 0.1 to 1.0, while disagree score depicts a low impact of county government service delivery and is similar to the Likert scale score that ranges from a 1.1 to 2.0 mean aggregate. A standard deviation that is more than one indicates that there were considerable disparities in responses. The results of the analysis are displayed in Table 4.23. The findings of a descriptive study on the moderating effect of public Procurement Law and regulations on the delivery of services are summarized in table 4.23 below.

**Table 4.23: Descriptive Statistics on Moderating Effect of Public Procurement Law**  
**Procurement law of 2015 and Regulations 2020**

|                                                                                                                                            | N   | Response |   |   |   |   | Mean | Std. Dev |
|--------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|---|---|---|---|------|----------|
|                                                                                                                                            |     | Σ        | Σ | Σ | Σ | Σ |      |          |
| Open tender is the most preferred method for Procurement of goods, works or services.                                                      | 161 | 2        |   | 5 |   |   | 4.85 | .425     |
| Prior the commencement of a Procurement process, the Procurement entity obtains authorization from the entity's accounting officer.        | 161 | 4        |   | 5 |   |   | 4.83 | .374     |
| The annual Procurement plan is prepared by the accounting officer within the approved budget.                                              | 161 | 1        |   | 5 |   |   | 4.81 | .476     |
| The procuring entity reserves 30% of the budgetary allocations for enterprises owned by women, youth and persons living with disabilities. | 161 | 3        |   | 5 |   |   | 4.79 | .423     |
| The accounting officer uses the standard Procurement and asset disposal documents issued by the Authority in all                           | 161 | 1        |   | 5 |   |   | 4.73 | .544     |
| The Procurement in charge issues a professional opinion to the accounting officer for consideration to a contract award                    | 161 | 1        |   | 5 |   |   | 4.76 | .577     |
| The accounting officer constitutes all Procurement and asset disposal committees in accordance with the Act.                               | 161 | 4        |   | 5 |   |   | 4.85 | .362     |
| There is proper documentation of Procurement proceedings and safe custody of all Procurement records in accordance with the Act            | 161 | 3        |   | 5 |   |   | 4.80 | .429     |
| The Procurement and asset disposal process of the public entity complies with the Act                                                      | 161 | 2        |   | 5 |   |   | 4.85 | .552     |
| Procurement plans are prepared in conformity with the medium-term fiscal framework and fiscal policy objectives.                           | 161 | 2        |   | 5 |   |   | 4.86 | .400     |
| Procurement professionals are involved during the negotiations of the bilateral/multilateral agreement.                                    | 161 | 1        |   | 5 |   |   | 4.51 | .613     |
| There exists a clear guidance and elaborate procedures for the establishment and use of electronic procurement                             | 161 | 2        |   | 5 |   |   | 4.57 | .555     |

|                                                                                                                                                                                          |            |              |              |                |              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------------|--------------|----------------|--------------|
| The tender documents have a mandatory requirement to successful tenderers to transfer technology, skills and knowledge through training, mentoring and participation of Kenyan citizens. | 161        | 2            | 5            | 4.81           | .517         |
| The accounting officer makes decisions regarding a tender award within a period of one day as operationalized by the Regulations.                                                        | 161        | 2            | 5            | 4.80           | .475         |
| The procuring entity conforms to the use of standard tender documents and formats                                                                                                        | 161        | 3            | 5            | 4.75           | .487         |
| <b>AVERAGE</b>                                                                                                                                                                           | <b>161</b> | <b>3.000</b> | <b>5.000</b> | <b>4.69341</b> | <b>.4786</b> |

*Source: Field Data (2023)*

The goal of the research was to determine how regulations governing public procurement affected the relationship among county governments' strategic procurement practices and the provision of services in Western Region, Kenya. According to Table 4.23, a majority of those surveyed (Mean=4.85, SD=.425) strongly agreed that open tender is the best technique for procuring products, works, or services. The respondent also strongly agreed that prior the commencement of a procurement process, the procurement entity obtains authorization from the entity's accounting officer (Mean= 4.83,SD =.374). The participants (Mean=4.81, SD=.476) also strongly agreed that the accounting officer prepares the annual procurement plan within the budget that has been authorized. They also agreed that the procurement entity reserves 30% of the budgetary allotments for businesses run by women, young people, and people with disabilities (Mean: 4.71, SD=.423) and that the accounting officer uses the standard Procurement and asset disposal documents issued by the Authority in all dealings (Mean: 4.73, SD .544). Additionally, they firmly agreed that the accounting officer should form every procurement and asset disposal committee in accordance with the Act, and that the procurement in charge should provide an expert viewpoint to the accounting officers to consider before a contract is awarded (Mean=4.76, SD=.577). With regards to safety of procurement documents, findings revealed that there is proper

documentation of Procurement proceedings and safe custody of all Procurement records in accordance with the Act (Mean=4.80, SD=.429).

They overwhelmingly concurred that the public entity's procurement and asset disposal procedures comply with the Act (Mean = 4.85, SD =.522). With a mean (Mean=4.86, SD=.400) the participants surveyed also overwhelmingly agreed that procurement plans are established outside of the medium-term fiscal framework and fiscal policy objectives. The respondents also overwhelmingly concurred that purchasing experts have a role in the bilaterally or multilateral agreement bargaining (Mean=4.51, SD=.613) and that there is a detailed procedure and clear set of instructions for the creation and use of electronic procurement systems (Mean=4.57, SD=.555). The majority of those surveyed (Mean=4.81, SD=.517) also strongly agreed with the fact that successful tenderers transmit technology, abilities, and expertise through training, mentoring, and engagement of Kenyan people as stated in the bid documents. They unanimously agreed that purchasing entities adhere to the usage of standard tender documents and formats (Mean=4.75, SD=.487) they strongly agreed that the accounting officer makes decisions regarding a tender award within a period of one day as operationalized by the Regulations (Mean=4.80, SD=.475) and that buying entities adheres to the usage of standard bidding documents and formats (Mean=4.75, SD=.487).

*Those surveyed were additionally prompted to comment on whether or not they believed that their respective departments followed the Public Procurement Act and Regulations 2020. The majority of them claimed that because their departments' purchasing procedures depend on the current Procurement Law and its regulations, they abide by the applicable laws. Nevertheless, some of the responders claimed that influence from*

*politicians and conflicts between competing interests occasionally prevent the law from being entirely complied with.*

Those surveyed were also asked to describe the factors that contribute to the selection of the method of purchasing to be applied in the obtaining of goods, works, and services. The vast majority of those surveyed responded that the value and characteristics of the goods being purchased serve as the foundation for the approach of purchasing, whereas the award of contracts depends on a technical and financial assessment in order to identify the most lowest but responsive vendors. The foregoing conclusions are consistent with the Public Procurement and Asset Disposal Act of 2015 that provides a structure for the purchasing of products, services, and works, beginning with identifying the users and continuing through specifications development, choosing vendors, contract administration, expediting, execution of contracts, shipment, receipt, and disposal.

#### **4.6.5 Descriptive Statistics Results of Service Delivery**

The goal of the research was to ascertain the level of service delivery among County Governments in Western Region, Kenya. Respondents were asked to rate their opinions on a variety of items on a rating system ranging from 1 (strongly disagree) to 5 (strongly agree). Descriptive analysis was done on Service Delivery and results were summarized in Table 4.24 below.

**Table 4.24: Descriptive Statistics for Service Delivery**

| Service Delivery                                                                                           | N   | Response |         |      |          |
|------------------------------------------------------------------------------------------------------------|-----|----------|---------|------|----------|
|                                                                                                            |     | Minimum  | Maximum | Mean | Std. Dev |
| There is significant reduction of lead time for delivery of supplies from the suppliers.                   | 161 | 2        | 5       | 3.75 | .714     |
| Financial and conflict of interest disclosure requirements for public Procurement officials is adhered to. | 161 | 1        | 5       | 3.67 | .818     |
| Reduced lead time improves service delivery to clients.                                                    | 161 | 2        | 5       | 3.96 | .791     |
| The county publishes contract awards and prices                                                            | 161 | 1        | 5       | 4.14 | .795     |

|                                                                                                            |            |              |              |                |                |
|------------------------------------------------------------------------------------------------------------|------------|--------------|--------------|----------------|----------------|
| The Procurement processes are undertaken in a way that minimizes cost in order to achieve value for money. | 161        | 1            | 5            | 3.82           | .787           |
| Suppliers honor their obligation for the supply of goods, works or services.                               | 161        | 2            | 5            | 3.83           | .777           |
| Technical specifications or standards used are made available to all tenderers in advance.                 | 161        | 1            | 5            | 3.94           | .828           |
| The criteria intended to be applied for contract award is stated in the notice or tender documents.        | 161        | 1            | 5            | 4.13           | .913           |
| <b>AVERAGE</b>                                                                                             | <b>161</b> | <b>2.250</b> | <b>5.000</b> | <b>3.90586</b> | <b>.508099</b> |

*Source: Field Data (2023)*

According to those surveyed, the average lead time for receiving goods from vendors has decreased substantially, as shown by Table 4.21 (M=3.75, SD=.714).The insignificant variance demonstrates that not every participants believed that the average waiting time for supply deliveries from suppliers has been substantially reduced. This result is consistent with research by Zipkin (2000) and Agrawal, Sengupta, and Shanker (2009) who state that extended lead times have the effect of making tasks more complicated in a variety of ways, such as through force control and order decision. This has a major effect on the capacity of businesses to cope with unforeseen disruptions, and in a same vein, businesses need to prepare for supplementary funds in order to combat these disruptions during times when there is a prolonged lead time.

The respondents also agreed that financial and conflict of interest disclosure requirements for public procurement officials is adhered to (M=3.67, SD=.818).The insignificant standard deviation indicates that not every one of the participants agreed that public in charge procurement abide by the financial and conflicting conflict of interest disclosure laws. This concurs to studies by Nyaga and Nzulwa (2018), which found that ethical bottlenecks, regulations and laws, political meddling, and a lack of funds were valid excuses for the Nyeri County Government's underperformance. Shorter lead times increase

the provision of services to customers, according to the respondents with ( $M=3.96$ ,  $SD=.791$ ).

The insignificant standard deviation indicates that not every one of respondents held the opinion that shorter lead times increase customer satisfaction. Additionally, the respondents ( $M=4.14$ ,  $SD=.795$ ) acknowledged that the County discloses the award of contracts and costs. Not all respondents believed that the County publishes contract awards and pricing, as seen by the insignificant standard deviation. Additionally, those surveyed ( $M=3.82$ ,  $SD=.787$ ) stated that procurement processes are carried out in a manner which decreases expenses with the goal to get value for money. The insignificant standard deviation demonstrates that not every one of the survey participants agreed that procurement processes are conducted in a manner which decreases cost with the objective to achieve greater value for money.

The insignificant standard deviation demonstrates that none of the respondents disagreed with this statement ( $M=3.83$ ,  $SD=.777$ ). The insignificant standard deviation shows that not all respondents agreed that suppliers honor their obligation for the supply of goods, works or services. The people surveyed also acknowledged that the technical requirements or standards utilized are made available to each of the bidders in advance ( $M=3.94$ ,  $SD=.828$ ). Those surveyed also concurred that vendors honor their contractual responsibilities for their delivery of goods, works, or services. Those surveyed additionally concurred that neither the bid notice nor bidding materials specify the requirements to be used for the award of contracts ( $M=4.13$ ,  $SD=.913$ ). The insignificant variance demonstrates that not every respondent agree that the notification or bidding papers clearly indicate the criteria to be used for the award of contracts. Response to the question about

County Governments' delivery of services in Western Region, Kenya ranged from 3.67 to 4.14 at a standard deviation of .504, with an average response of 3.906.

*Additionally, respondents claimed that being transparent affects the provision of services since it fosters confidence and assures the proper utilization of public funds, leading to the realization of value for money.*

#### 4.8 Pearson Correlation Analysis

With the use of the Pearson correlation technique, which determines either the positive and negative directions and intensity of the correlations that exist between two continuous ratio/scale variables, that runs from (-1 to +1), the findings for correlation coefficient (r) are reported as shown beneath in Table 4.25.

**Table 4.25 Multiple Correlation Matrix**

|          |                     | Correlations |        |        |        |          |
|----------|---------------------|--------------|--------|--------|--------|----------|
|          |                     | SPP          | IT     | GP     | PPREG  | SERV Del |
| SPP      | Pearson Correlation | 1            | .368** | .190*  | .583** | .636**   |
|          | Sig. (2-tailed)     |              | .000   | .015   | .000   | .000     |
|          | N                   | 162          | 162    | 162    | 162    | 162      |
| IT       | Pearson Correlation | .368**       | 1      | .397** | .539** | .589**   |
|          | Sig. (2-tailed)     | .000         |        | .000   | .000   | .000     |
|          | N                   | 162          | 162    | 162    | 162    | 162      |
| GP       | Pearson Correlation | .190*        | .397** | 1      | .473** | .479**   |
|          | Sig. (2-tailed)     | .015         | .000   |        | .000   | .000     |
|          | N                   | 162          | 162    | 162    | 162    | 162      |
| PPREG    | Pearson Correlation | .583**       | .539** | .473** | 1      | .718**   |
|          | Sig. (2-tailed)     | .000         | .000   | .000   |        | .000     |
|          | N                   | 162          | 162    | 162    | 162    | 162      |
| SERV Del | Pearson Correlation | .636**       | .589** | .479** | .781** | 1        |
|          | Sig. (2-tailed)     | .000         | .000   | .000   | .000   |          |
|          | N                   | 162          | 162    | 162    | 162    | 162      |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

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

*Source: Field Data (2023)*

Strategic Procurement Planning is positively associated with service delivery, according to Table 4.25 correlation, and the coefficient is 0.636 ( $p$  value  $< 0.05$ ), making the association significant at a 95% confidence level. Consequently, County Governments would be able to provide more services if Strategic Procurement Planning increased. The aforementioned finding is backed up by the findings from Kariuki and Wabala (2021), observed that planning for procurement positively enhances the firm performances in the public sector by enabling effectiveness and efficiency.

In a similar situation for information technology was 0.589 with a  $P < 0.05$  suggesting a positive association between IT and devolved units ability to offer services in Western Region, Kenya. It indicates that a rise in information technology would result to a substantial improvement in the provision of services. The results of this research are consistent with those of Mutinga (2013), who concluded that using Information Technology to support activities like electronic purchasing saves the time spent seeking goods, reduced administrative expenses, and further reduced bidding prices. Nevertheless, this contradicts Abri and Mahmoudzadeh (2015) conclusions that indicated that spending on information technology has a detrimental impact on output. They claim that the marginal benefit of technological investments is far smaller than the predicted marginal expense.

Similar to this, the correlation coefficient for sustainable purchasing was 0.479,  $P < 0.05$  inferring a favorable association between sustainable purchasing and County Governments' ability to offer services in Western Region, Kenya. It suggests that a rise in sustainable

buying would lead to a considerable improvement in service delivery. Shilungu and Mironga's (2019) conclusions, which found a strong and favorable association between sustainable purchasing and the county government of Vihiga's service delivery, lend credence to this. This was in contrast to a study by Hollos et al. (2012) that found a negative correlation between sustainable purchasing methods and business performance that involves vendor cooperation.

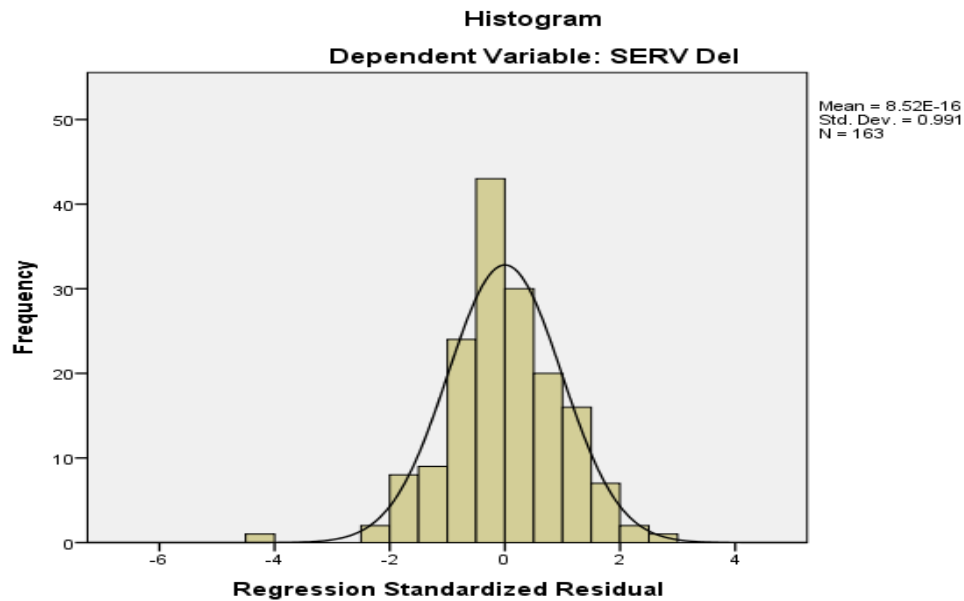
Finally, the Public Procurement Law correlation coefficient was 0.781,  $P < 0.05$ , suggesting a strong association between Public Procurement Law with County Government service delivery in Western Region, Kenya. It indicates that increased adherence to public Procurement Law would lead to a significant improvement in service delivery.

#### **4.9 Diagnostic Test for Linear Regression Analysis**

##### **4.9.1 Test for Normality**

The break from normalcy was not immediately apparent from the approximate line of fit, as shown by the typical Q-Q plots shown below. The normalization condition was satisfied because, as shown in Figure 4.1 below, the residuals of the regression remained closer to the normal distribution.

**Figure 4.1: Normal Curve for Regression Residual**



Source: Field Data (2023)

#### 4.9.2 Heteroscedasticity Test

The Breusch-Godfrey Serial Correlation LM Test was used to determine whether residuals were Heteroscedastic. This was supported by the following hypothesis:

a. Null Hypothesis:

$H_0$ : Residuals (u) are Homoscedastic

b. Alternative:

$H_A$ : Residuals (u) are Heteroscedastic

The results were summarized in Table 4.26 below.

**Table 4.26: Test for Heteroscedasticity, Breusch-Godfrey Serial Correlation LM Test**

**Breusch-Godfrey Serial Correlation LM Test:**

|                |       |                  |       |
|----------------|-------|------------------|-------|
| F-statistic    | 1.01  | Prob. F (1, 79)  | 0.375 |
| Obs.*R-Squared | 0.288 | Prob. Chi-Square | 0.328 |

Source: Field Data (2023)

The obtained chi-square coefficient has a p-value of 0.328, which is greater than 5% (0.05).

It indicates acceptance of the null hypothesis. This suggests that residuals are

homoscedastic because their variance is constant. It is desirable that the residuals are homoscedastic.

#### 4.9.3 Multi-Collinearity Test

Data was subjected to a multicollinearity analysis through evaluating the VIF (variance inflation factor) and tolerance levels VIF and tolerance levels. When the Variance Inflation Factor exceeds 3, the independent variables are collinear (Schwarz, Schwarz, & Black, 2014). The VIF scores in Table 4.27 below varied from 1.112 to 1.117, indicating that there were no issues regarding multicollinearity in this data.

**Table 4.27: Multi-Collinearity test**

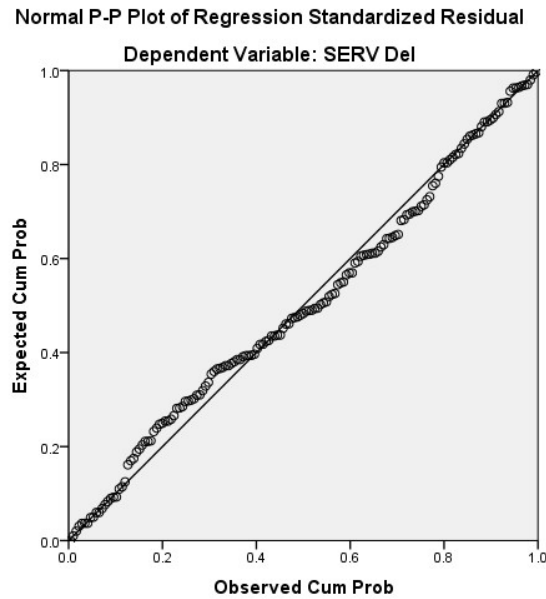
| Model      | Tolerance | Collinearity Statistics<br>VIF |
|------------|-----------|--------------------------------|
| (Constant) |           |                                |
| SPP        | .850      | 1.177                          |
| IT         | .905      | 1.105                          |
| GP         | .899      | 1.112                          |

*Source: Field Data (2023)*

#### 4.9.4 Linearity Test

Linearity assumption tests was explored by the use of the P-P plot. For this assumption to be met, the observed variables should be able to fit into a straight line. From the data explored, this assumption was met as the data was able to fit into the straight line as shown in Figure 4.2 below.

**Figure 4.2 Normal P-P plot of Regression Standardized Residual**



*Source: Field Data (2023)*

#### **4.10 Linear Regression Analysis**

In determining how the predictor affected the influenced variable, a linear regression analysis was done. It gave the correlation coefficient ( $r$ ) as well as the determination coefficient ( $R$  square). Additional findings that were considered were the significance level ( $P$ -value),  $F$  statistics, and  $B$  coefficients. This study evaluated the association between  $r$  and ( $B$ eta,) to test the assumptions made in the study. The criteria for the testing of hypothesis were as follows: if  $\beta$  is significant, the study rejects the null hypothesis; otherwise, the investigation accepts the null hypothesis when  $\beta$  is significant from the  $t$ -statistics (Carolyn, Robert & Ayub, 2020).

##### **4.10.1 Inferential Statistics on Strategic Procurement Practices and Service Delivery**

The influence of strategic procurement methods on devolved unit's services delivery in Western Region, Kenya was explored by means of regression analysis. The analysis was initially employed to compare the influence of each Strategic Procurement Practice on County Government Service Delivery in Western Region, Kenya; the factors considered

were Strategic Procurement Planning, Information Technology, and Green Procurement. The moderated joint effect of Strategic Procurement Practices on devolved units Service Delivery in Western Region, Kenya was next examined, followed by the interaction between Strategic Procurement Practices and the Public Procurement Law. According to Hypothesis 1, there is no statistically significant effect of strategic procurement planning on the county government's ability to provide services in Western Region, Kenya. In accordance with the model in equation 4.0, through the exploration of linear regression determining the impact of strategic procurement planning on county governments' delivery of services in Western Region, Kenya was attained:

$$P = \beta_0 + \beta_1 X_1 + \varepsilon_1 \dots\dots\dots \text{Eq. (4.0)}$$

P represents "the delivery of services," " $\beta_0$ " represents (a constant), " $\beta_1$ " represents the slope of the predictor variable " $X_1$ ," while " $\varepsilon$ " denotes the error term.

**Table 4.28: Model summary for Strategic Procurement Planning and Service Delivery**

| Model Summary |                   |          |                   |                            |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | .636 <sup>a</sup> | .405     | .401              | .40066                     |

a. Predictors: (Constant), SPP

Source: Field Data (2023)

Strategic Procurement Planning explains 40.5% of the variance in devolved government's delivery of services in the Western Region, Kenya, in accordance to the regression model's  $R^2$ , which was computed to be 0.405. The remaining variance is explained by the error term.

**Table 4.29: ANOVA for Strategic Procurement Planning and Service Delivery**

|       |            | ANOVA <sup>a</sup> |     |             |         |                   |
|-------|------------|--------------------|-----|-------------|---------|-------------------|
| Model |            | Sum of Squares     | df  | Mean Square | F       | Sig.              |
| 1     | Regression | 17.483             | 1   | 17.483      | 108.908 | .000 <sup>b</sup> |
|       | Residual   | 25.685             | 160 | .161        |         |                   |
|       | Total      | 43.168             | 161 |             |         |                   |

a. Dependent Variable: SERV Del

b. Predictors: (Constant), SPP

Anova Test resulted in a value of (161) mean square=17.483, F=108.908 P<0.05, which gives strength about the model's ability to sufficiently explain for variation in the predicted variable. It suggests that Strategic Procurement Planning is a useful tool for predicting the delivery of services.

**Table 4.30: Coefficients for Strategic Procurement Planning and Service Delivery**

|       |            | Coefficients <sup>a</sup>   |            |                           |        |      |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
|       |            | Unstandardized Coefficients |            | Standardized Coefficients |        |      |
| Model |            | B                           | Std. Error | Beta                      | T      | Sig. |
| 1     | (Constant) | 1.487                       | .236       |                           | 6.306  | .000 |
|       | SPP        | .617                        | .059       | .636                      | 10.436 | .000 |

a. Dependent Variable: SERV Del

Source: Field Data (2023)

The obtained regression model was;

**SD=1.487+0.617 Strategic Procurement Planning**

Strategic Procurement Planning unstandardized beta coefficient was 0.617. It showed that the service given by the devolved units in Western Region, Kenya will increase by 61.7% with an additional unit in Strategic Procurement Planning. Strategic procurement planning gave a t-statistic that was significant ( $t=10.436$ ,  $p<0.05$ ) at the 5% level of significance, indicating that the null assumption had been rejected. Based on those findings, the research results opine that there exists a positive correlation between County Government service delivery in the Western Region, Kenya and Strategic Procurement Planning. The alternative hypothesis, which proposed a statistically significant impact of strategic procurement planning practice on the delivery of services by regional governments in Kenya's Western Region, was accepted in place of the null hypothesis, which proposed no statistically significant connection of strategic procurement planning practice and region governments' capability to provide services throughout the region. Kariuki and Wabala (2021) verified the previous finding, concluding that purchasing planning significantly enhances the performance of organizations in the public sector by boosting efficiency as well as effectiveness. Ogwel, Iravo, and Lagat (2016) demonstrated that Strategic Purchasing Planning, an efficient approach to issue resolution, improves the quality, value for money, efficient use of resources, decision-making speed, and originality. Furthermore, they concurred that by avoiding or restricting surplus budgets and guaranteeing that purchasing activities are not carried out without sufficient funds through identification of needs and need assessment, purchasing strategy plans can help ensure the implementation of a budget and resource allocation plan. This supports the research results of Chepkesis

and Keitany (2018), who found that a purchasing planning approach can help with the execution of a budget and resource allocation plan by preventing or limiting surplus budgets and making sure procurement operations do not get carried out without enough finances, resulting in enhanced delivery of services. However this was in contradiction to the studies of King'oo and Muli (2019) who found out that purchasing planning and appraisal of vendors had a frail and negative predictive power on efficiency of firms.

Nevertheless, based on the qualitative information acquired, the respondents who responded claimed that the National Government's delayed disbursement of funds meant that the objectives of procurement planning were not being met. Following that, in order to accomplish the objectives of strategic procurement planning, it is necessary to decide what to buy, when to get it, and from whom, which is followed by a fully financed budget. As a result, procurement planning is an essential activity that provides a fertile environment for supporting the growth of County Governments and, ultimately, enhanced service delivery. This supports the assertion made by McKinsey's 7-S framework, which was advanced by Robert and Tom in 1980 and also by Waterman, Peters, and Phillips in 1980 and Pearce and Robinson in 1997 that needs realignment improve the efficacy of plans and execution of strategies. Maru (2015) applied this theory to executing strategy at the Kenya Tax Authority, discovering that needs alignment caused strategy execution to be successful.

This study finding further was supported by an interview respondent who noted that:

*“Strategic procurement planning is vital in the counties; this is because it is an important tool in identifying appropriate and necessary interventions through clear identification of a problem in order to ensure that scarce resources are channeled towards development*

and implementation of a feasible and implementable solutions which address the need which has been specified for.”

#### 4.10.2 Effect of Information Technology and Service Delivery

Based on Assumption 2, IT had no significant statistical effect on how the counties in Kenya's Western Region provide services. The methodology of linear regression analysis was used to analyse the influence of IT on regional government service delivery in Kenya's Western Region, as illustrated in equation 4.2 below:

$$P = \beta_0 + \beta_2 X_2 + \varepsilon_2 \dots\dots\dots \text{Eq. (4.2)}$$

P represents "Delivery of services," " $\beta_0$ " signifies the intercept (a constant), " $\beta_2$ " represents the slope, which is that corresponds to the independent variable " $X_2$ " (Information Technology), and " $\varepsilon$ " is the error term. The error term is considered to be independent, identical to a normally distributed random variable. In this case, with a mean of 0 and a variance of constant.

**Table 4.31: Model Summary of Information Technology**

| Model Summary |                   |          |                   |                            |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | .589 <sup>a</sup> | .347     | .343              | .41980                     |

a. Predictors: (Constant), IT

Source: Field Data (2023)

The coefficient R<sup>2</sup> for the regression equation linking IT and service delivery was 0.347, meaning the use of information technology accounts for 34.7% for the variance in services

provided by county governments in Kenya's Western Region, with the error term accounting for the remainder of the variance.

**Table 4.32: ANOVA for Information Technology and Service Delivery**

|       |            | ANOVA <sup>a</sup> |     |             |        |                   |
|-------|------------|--------------------|-----|-------------|--------|-------------------|
| Model |            | Sum of Squares     | df  | Mean Square | F      | Sig.              |
| 1     | Regression | 14.970             | 1   | 14.970      | 84.947 | .000 <sup>b</sup> |
|       | Residual   | 28.197             | 160 | .176        |        |                   |
|       | Total      | 43.168             | 161 |             |        |                   |

a. Dependent Variable: SERV Del

b. Predictors: (Constant), IT

Source: Field Data (2023)

The F Test yielded a result of (161) F=84.947, P<0.05, indicating a satisfactory fit of the model's ability that explained the variance of in the dependent variable. It also implies that technology is an effective indicator of how services are provided.

**Table 4.33: Coefficients for Information Technology and Service Delivery**

|       |            | Coefficients <sup>a</sup>   |            |                           |       |      |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | Unstandardized Coefficients |            | Standardized Coefficients |       |      |
| Model |            | B                           | Std. Error | Beta                      | T     | Sig. |
| 1     | (Constant) | 1.706                       | .243       |                           | 7.018 | .000 |
|       | IT         | .571                        | .062       | .589                      | 9.217 | .000 |

a. Dependent Variable: SERV Del

Source: Field Data (2023)

The output yielded the following regression model: The regression model obtained from the output was

**Service Delivery=1.706 + 0.571 Information Technology**

IT has an unstandardized beta value of 0.571. This showed that an increase in a unit of IT would lead to a 57.1% improvement in county government's capacity to deliver services in the Western Region, Kenya. The t-test indicated that the coefficient of regression for IT was

positive ( $t=9.217$ ,  $p<0.05$ ) at the 5% level of significance, thus rejecting the null hypotheses. The results of this research suggests that there is a significant positive association amongst IT use and regional government service delivery in Kenya's Western Region. This resulted in the rejection of the null assumption, which suggested that there was no statistically significant impact of IT on county governments' ability to deliver services in Kenya's Western Region, and consenting to the alternative hypothesis, that stated that IT had a significant statistical effect on county governments' ability to provide services.

The results of the research are consistent with Rodger's (1995) diffusion of innovation theory, that states adopting inventiveness and technological advances from individuals within an entity will then help in enhancing that organization's efficiency, particularly when technological advances is more user-friendly since there will be a greater degree of adoption. Furthermore, an array of component dimensions such as economic success, lower initial expenses, fewer difficulties, societal standing, time reductions, and instantaneous advantages are frequently used to demonstrate the level of superiority associated with adopting technology in purchases (Francesco, 2012). As a result, the county government ought to put an attempt to ensure that the necessary infrastructure for IT is in place and that workers are trained on how to use IT in procurement to achieve the desired benefits. The results also show a positive significant relationship between IT and County Governments' ability to provide services in Western Region, Kenya; as a result, using ICT for the delivery of public services may prove more efficient via integration, linkage, and interoperability among governmental organizations and departments through regular training programs. Electronic sourcing has the power to lower purchasing costs, save time, assist in

streamlining the tendering process, and allow vendors from across the world to compete for a buyer's business, thus improving the efficiency of organizations (Smart & Harrison, 2003). The outcomes of this research correspond alongside the results reported by Mutinga (2013) that discovered that employing IT to facilitate tasks such as digital purchasing reduces time spent looking for products, administration costs, and tender prices. The interview respondent who made an additional observation in agreement with the study's results stated:

*“Integrating ICT into purchasing assists accomplish openness, rapid activities, and expenses reductions that are usually linked to paperwork, lengthy processes, and more, while also facilitating audit trails. As a result, I applaud the role that technology has fostered in making purchasing activities more efficient and cost-effective.”*

According to Anandarajan (2013) research, the constant advancement in technology along with substantial financial investment in ICT has led to an increase in demand for a variety of human ICT abilities. This is in line with the innovation diffusion theory, which asserts that an innovation's ability to propagate will depend on how advantageous it is compared to the alternatives already in use. Chemutai and Chebet's (2019) research findings are also in line, indicating that the implementation of IT has a bearing on the manner in which government organizations provide services. Slim et al. (2020) found a strong and favorable relationship linking IT adoption and the success of small and micro firms. The study's findings, nonetheless diverge from the results reported by Rehman, Nor, Taha, and Mahmood (2018), who indicated that employing IT in Malaysia had little impact on company efficiency. According to the findings of this research, information technology

(IT) is an essential instrument to enhance the economy of county governments' service delivery; its application in the purchase method promotes the delivery of services..

#### 4.10.3 Effect of Green Procurement Practice on Service Delivery

In accordance with Hypothesis 3, there's no statistically significant impact of green purchasing on county government's ability to offer services in the Western Region of Kenya. An analysis of linear regression was conducted to assess the impact of environmentally conscious purchasing on County Governments' abilities to deliver services in Kenya's Western Region. The following formula 4.4 model was utilized:

$$P = \beta_0 + \beta_3 X_3 + \varepsilon_3 \dots\dots\dots \text{Eq. (4.4)}$$

P stands for the delivery of services,  $\beta_0$  stands for the intercept (a constant),  $\beta_3$  corresponds to the slope, which is associated with the independent variable  $X_3$  (green procurement), and  $\varepsilon$  stands for the error term, which is assumed to denote an independent, identical normal distributed random variable with a mean of 0 and a constant variation.

**Table 4.34: Model summary on Green procurement**

| Model Summary |                   |          |                   |                            |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | .479 <sup>a</sup> | .230     | .225              | .45589                     |

a. Predictors: (Constant), GP

Source: Field Data (2023)

The  $R^2$  for the regression model between Green procurement and service delivery was 0.230 implying that Green Procurement explains 23% of variation in service delivery of County Governments in Western Region, Kenya while the remaining variation is explained by the error term.

**Table 4.35: ANOVA for Green Procurement and Service Delivery**  
**ANOVAa**

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 9.914          | 1   | 9.914       | 47.698 | .000 <sup>b</sup> |
|       | Residual   | 33.254         | 160 | .208        |        |                   |
|       | Total      | 43.168         | 161 |             |        |                   |

a. Subordinate Variable: SERV Del

b. Indicators: (Consistent), GP

The F Test resulted in a result of (161) =47.698,  $P < 0.05$ , indicating how the hypothesized model adequately explains the variance in the dependent variable. It also implies that sustainable purchasing is a good indicator of service delivery.

**Table 4.36: Coefficients for Green Procurement and Service Delivery**

| Coefficients <sup>a</sup> |            |                             |            |                           |        |
|---------------------------|------------|-----------------------------|------------|---------------------------|--------|
|                           |            | Unstandardized Coefficients |            | Standardized Coefficients |        |
| Model                     |            | B                           | Std. Error | Beta                      | T      |
| 1                         | (Constant) | 2.615                       | .193       |                           | 13.538 |
|                           | GP         | .368                        | .053       | .479                      | 6.906  |

a. Dependent Variable: SERV Del.

Source: Field Data (2023)

The regression model obtained from the output was

$$\text{Service Delivery} = 2.615 + 0.368 \text{ Green Procurement}$$

Sustainable purchasing had an unstandardized beta of 0.368. This suggests that county governments in Kenya's Western Region will increase the provision of services by 36.8% for each additional unit of sustainable purchasing. The t-test for the regression value for sustainable purchasing was significant ( $t=13.538$ ,  $p < 0.05$ ) at the 5% level of significance, thus rejecting the null hypothesis. Based on these data, the study's results opine that there is a moderate and favorable relationship between sustainable purchasing and county government delivery of services in the Western Region, Kenya. The alternative hypothesis, that suggested a statistically significant effect of green purchasing on the delivery of services by county governments in Western Region, Kenya, was thus embraced in place of

the null hypothesis that suggested that there was no statistically significant impact of green purchasing on service delivery by county governments in Western Region, Kenya.

It is clear from the results presented above that purchasing sustainably has a favorable and considerable impact on performance. It states that adopting sustainable purchasing techniques, such as choosing eco-friendly vendors, complying with environmental regulations, eco-friendly disposal, and reverse logistics, is likely to improve service delivery.

Shilungu and Miroga's (2019) conclusions, which found a strong and favorable association between sustainable procurement and the county government of Vihiga's delivery of services, lend credence to this finding. The study finding was however in contradiction with the study of Hollos et al. (2012) who established that sustainable purchasing practices that entail supplier cooperation had a negative relation on performance of firms. According to the qualitative findings, it was determined that the absence of explicit regulations and regulatory pressure from the government jeopardize the attainment of environmentally friendly goals. As a result, it was established that clear environmental laws, followed by government commitment to their implementation, would lead to the accomplishment of sustainability goals.

According to qualitative findings, insufficient funding to undertake environmentally friendly purchasing and a lack of employee education by Counties also lead to the absence of sustainability-minded procurement implementation. County governments must also make sure that their employees receive sufficient training in order to implement the environmentally friendly procurement concept successfully. This finding has theoretical implications for the modernization of ecology theory, advanced by Joseph Huber and

Martin Janicke in 1982 and 1985, as it contends that the economy's development and ecological crisis can be reconciled to realize a new model of development for capitalist economies. This suggests that County Governments are able to address environmental issues while staying on the modernizing route. Findings from a participant's interview highlighted how using green purchasing techniques enhances the delivery of services because doing so ensures green procurement performance. This is because selecting vendors who are mindful of the environment in terms of the products they develop or offer can help achieve greater cost reductions, quality of goods, and green image cooperation.

#### **4.10.4. Joint Model: Effect of Strategic Procurement Practices and Service Delivery**

Multiple regression was conducted thrice.

Firstly, as shown in Eq. (4.6), to ascertain the impact of strategic procurement practices on service delivery of county governments in western Region, Kenya.

$$P = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \dots \dots \dots \text{Eq. (4.6)}$$

P indicates the delivery of services,  $\beta_0$  corresponds to the intercept (a constant),  $\beta_1$ ,  $\beta_2$ , and  $\beta_3$  are the slopes associated with the independent variables  $X_1$ ,  $X_2$ , and  $X_3$ , respectively, and  $\epsilon$  is the error term that is presumed to be an independent, same normal distributed random variable with a mean of 0 and a constant variation. The results were documented in Model 1 Table 4.37. Secondly, PPREG was included in the model Eq. (4.7) to determine its moderating impact on the link between County Governments' Strategic Procurement practices and Service Delivery in Western Region, Kenya.

$$P = \beta_0 + \beta_1 X_1 Z + \beta_2 X_2 Z + \beta_3 X_3 Z + \epsilon \dots \dots \dots \text{Eq. (4.7)}$$

In this equation, P represents Service Delivery, Z represents the influence of public laws regarding procurement,  $\beta_0$  is the intercept (a constant),  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$ ,  $\beta_4$ , and  $\beta_5$  are the slopes associated with the independent variables X1, X2, and X3, in addition to the Moderating Variable Z, and  $\epsilon$  is the error term, which is assumed to be an autonomous, same normal distributed random variable with a mean of 0 and constant variation. Finally, a third stage was completed by adding the interaction term between the variable that acts as a moderator and strategic procurement procedures. It is a hybrid that combines the PPREG and SPP constructions. At every step the changes with respect to R square, F ratio and the significance level were noted: Eq. (4.8):

$$P = \beta_0 + \beta_1 X_1 * Z + \beta_2 X_2 * Z + \beta_3 X_3 * Z + \epsilon \dots \dots \dots \text{Eq. (4.8)}$$

P indicates the delivery of services, X.Z indicates the connection within strategic procurement practices and public procurement law,  $\beta_0$  is the intercept (a constant),  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$ ,  $\beta_4$ , and  $\beta_5$  are the slopes linked to the independent variables X1, X2, and X3, and  $\epsilon$  is the error term, which is assumed to be an autonomous, identical normally distributed random variable with mean 0 and constant variation. Table 4.35 summarizes the findings for models 1, 2, and 3. P represents Service Delivery, X.Z represents the Interaction Term involving Strategic Procurement Practices and Public Procurement Law,  $\beta_0$  is the intercept (a constant),  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$ , are the slopes associated with the independent variables X1, X2, and X3, and  $\epsilon$  is the error term. distributed random variable with zero mean and constant variance. The results shown on Table 4.35, Model 1, 2, 3.

**Table 4.37 Model Summary Strategic Procurement Practices and service delivery****Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .781 <sup>a</sup> | .610     | .603              | .32630                     |

a. Predictors: (Constant), GP, SPP, IT

Source: Field Data (2023)

The findings presented in table 4.37 demonstrate the existence of is a positive and linear association involving the three independent variables pertaining to strategic procurement planning, IT, and sustainable buying on the provision of services, having a correlation coefficient of ( $r=0.781$ ). The regression coefficient of determination ( $R^2$ ) was 0.610, suggesting that the three variables that were predicted account for 61% of the changes in service delivery, with the remaining 39% attributed to the other variables in the error term.

**Table 4.38: ANOVA for Strategic Procurement Practices****ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 26.345         | 3   | 8.782       | 82.480 | .000 <sup>b</sup> |
|       | Residual   | 16.822         | 158 | .106        |        |                   |
|       | Total      | 43.168         | 161 |             |        |                   |

a. Dependent Variable: SERV Del

b. Predictors: (Constant), GP, SPP, IT

Source: Field Data (2023)

Anova test findings from table 4.38 produced an outcome of F (82.480),  $P<0.05$ , which was sufficiently high to validate the model's degree of goodness of fit in explaining variance in the dependent variable. It also demonstrated how Strategic Procurement Practices, which included Green Procurement, Information Technology (IT), and Strategic Procurement

Planning, to be useful predictors of delivery of services in County Governments in the Western Region, Kenya.

**Table 4.39: Regression coefficients for Strategic Procurement Practices**

|       |            | Coefficients <sup>a</sup>   |            |                           |       |
|-------|------------|-----------------------------|------------|---------------------------|-------|
|       |            | Unstandardized Coefficients |            | Standardized Coefficients |       |
| Model |            | B                           | Std. Error | Beta                      | T     |
| 1     | (Constant) | 1.437                       | .448       |                           | 3.208 |
|       | SPP        | .458                        | .052       | .472                      | 8.823 |
|       | IT         | .300                        | .055       | .309                      | 5.407 |
|       | GP         | .205                        | .042       | .267                      | 4.924 |

a. Dependent Variable: SERV Del

Source: Field Data (2023)

The subsequent multiple linear regression equation was constructed by the regression model for all three predictor variables versus service delivery, as shown below;

$$\text{Service delivery} = 1.437 + .458X_1 + .300X_2 + .205X_3$$

$X_1$  = Strategic Procurement Planning

$X_2$  = Information Technology

$X_3$  = Green Procurement

Strategic Procurement Planning, IT, and sustainable purchasing had positive and substantial predictive power ( $p < 0.05$ ) from Table 4.40. When Strategic Procurement Practices is held at zero or is absent, service delivery will be 1.437 ( $p < 0.05$ ). This suggests that the delivery of services is beneficial and important. Strategic Procurement Planning, with a beta of 0.458, is at a statistically significant level and a good predictor of service delivery when IT and sustainable purchasing are controlled suggesting that a 0.458 unit increase in the provision of services will be as a result of a unit increase in strategic procurement planning. This conclusion is backed by research findings conducted by Chepkesis and Keitany (2018), who concluded that strategic procurement planning can

help with the execution of a budget and allocation of resources plan by avoiding or minimizing surplus budgets and making sure that purchasing activities are not carried out without sufficient finances thus leading to enhanced service delivery.

IT, which has a beta of 0.3 is statistically significant when Strategic Procurement Planning and sustainable purchasing are controlled, thus an excellent predictor of the delivery of services thus indicating a 0.3 unit increase in service delivery for each additional unit in IT. This result is consistent to that of Mutinga (2013), who found that using IT to support activities like electronic procurement saves the time spent on sourcing goods, lowers administrative expenses, and also reduces bidding prices. Lastly, when IT and Strategic Procurement Planning are controlled, Green Procurement has a beta of 0.205, which is statistically significant and an excellent predictor of service delivery. Implying that a unit increase in Green Procurement will result to increase in service delivery by 0.205 units. This is in agreement with the findings of Shilungu and Miroga (2019) who established a positive and significant relationship between Green Procurement and service delivery of County Government of Vihiga.

**Table 4.40: Model summary of the Moderating variable Public Procurement Law on the relationship between Strategic Procurement Practices and Service Delivery**

| Model Summary |                   |          |                   |                            |                 |                   |     |     |               |
|---------------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics |     |     |               |
|               |                   |          |                   |                            |                 | F Change          | df1 | df2 | Sig. F Change |
| 1             | .781 <sup>b</sup> | .610     | .600              | .32732                     | .610            | 81.932            | 3   | 157 | .000          |
| 2             | .811 <sup>c</sup> | .658     | .647              | .30744                     | .048            | 21.968            | 1   | 156 | .000          |
| 3             | .813 <sup>d</sup> | .662     | .644              | .30904                     | .003            | .463              | 3   | 153 | .709          |

a. Predictors: (Constant) IT, SPP, GP

b. Predictors: (Constant), , IT, SPP, GP, PPREG

c. Predictors: (Constant), , IT, SPP, GP, PPREG, IT\_PPREG, GP\_PPREG, SPP\_PPREG

*Source. Field Data (2023)*

Strategic Procurement Practices, as shown in Table 4.40 in step 1, jointly account for 61% of the variance in the delivery of services ( $R^2$  .610,  $p < 0.05$ ). In stage 2, the Public Procurement Law considerably improves the provision of services, with variance increasing from 61% ( $r$  0.610) to 65.8% ( $r$  0.658), resulting in a 4.8% shift in the  $R^2$  ( $R^2$  change 0.048,  $p < 0.05$ ). The subsequent stage similarly showed a positive association between Strategic Procurement Practices and the Public Procurement law ( $R^2$  change .003,  $p > 0.05$ ).

It indicated an upward shift, but the interaction wasn't significant, indicating that the Public Procurement Law does not moderate the association between Strategic Procurement Practices and County Government Service Delivery in the Western Region of Kenya. Regarding the fourth hypothesis which posits that there is no statistical moderating effect of Public Procurement Law on the relationship between Strategic Procurement Practices and Service delivery, the study finding failed to reject this hypothesis. This finding is supported with the findings of Kagume and Wamalwa (2018) where it was established that anomalies such as failure to cleave to the public Procurement Law, breach of the Public Finance

Management Act (2012), differences in the collected revenue vis-a-vis revenues taken to banks, the abuse of office by County Directors and Assemblies contributed to the low service delivery levels in County Governments.

A response from an interviewee noted that:

*“We are faced with challenges of delayed funding from the national Government. This is what causes pending bills that affects suppliers performance, and thus they end up not fulfilling’s their contracted jobs due to lack of funds orchestrated by delayed payments. In addition, delayed funding has also led to delayed payment of salaries a factor that affects staff morale. I would also say that the amount of funds allocated to our county does not commensurate the needs of the County thereby prompting the County leadership to only focus on priority areas which are not usually addressed wholly”*

Despite Public Procurement Law being in place, there is still low service delivery because of the law's non-observance, as was previously stated in this study. As a result, the Public Procurement Act and Regulations have failed to moderate the relationship between strategic procurement practices and service delivery. According to Anane et al. (2019), public Procurement Law and regulations impede business operations as far as timely negotiations for contracts or the purchasing of goods and services are concerned. Owago, Ngacho, and Wafula (2020) discovered that public-sector procurement laws and regulations had a moderating effect on relationships between buyers and vendors and the effectiveness of milk processing enterprises.

**Table 4.41: ANOVA of the Moderating variable Public Procurement Law on the relationship between Strategic Procurement Practices and Service Delivery**

|       |            | ANOVA <sup>a</sup> |     |             |        |                   |
|-------|------------|--------------------|-----|-------------|--------|-------------------|
| Model |            | Sum of Squares     | df  | Mean Square | F      | Sig.              |
| 1     | Regression | 26.347             | 4   | 6.587       | 61.477 | .000 <sup>c</sup> |
|       | Residual   | 16.821             | 157 | .107        |        |                   |
|       | Total      | 43.168             | 161 |             |        |                   |
| 2     | Regression | 28.423             | 5   | 5.685       | 60.143 | .000 <sup>d</sup> |
|       | Residual   | 14.745             | 156 | .095        |        |                   |
|       | Total      | 43.168             | 161 |             |        |                   |
| 3     | Regression | 28.556             | 8   | 3.569       | 37.375 | .000 <sup>e</sup> |
|       | Residual   | 14.612             | 153 | .096        |        |                   |
|       | Total      | 43.168             | 161 |             |        |                   |

a. Dependent Variable: SERV Del

b. Predictors: (Constant), IT, SPP, GP

c. Predictors: (Constant), IT, SPP, GP, PPREG

d. Predictors: (Constant), IT, SPP, GP, PPREG, IT\_PPREG, GP\_PPREG, SPP\_PPREG

Source: Field Data (2023)

The Anova Test result for model 1 was (161) F= 61.477, P<0.05, supporting the capacity of the model to adequately account for variance in the dependent variable. It also implies that successful service delivery predictions can be made using strategic procurement practices. The Anova Test result for model 2 was (161) F= 60.143, P <0.05, supporting the model's ability to predict variance in the dependent variable. Additionally, this indicates that the Strategic Procurement Practices and Public Procurement Act and regulations are effective indicators of how well services are be provided. The Anova Test result for model 3 was (161) F= 37.375, P< 0.05, which supports the model's goodness of fit for explaining variance in the dependent variable. This implies that effective delivery of services predictors include strategic procurement practices and the interaction of public procurement Act and Regulations. SPP\*PPREG was determined not to be significant in the

table below with a ( $p>0.05$ ,  $\beta = -0.033$ ). It was determined that IT\*PPREG was not significant ( $p>0.05$ ,  $\beta = 0.010$ ). It was determined that GP\*PPREG was not significant ( $p>0.05$ ,  $\beta = -0.011$ ).

**Table 4.42: Coefficients for the Moderating variable Public Procurement Law on the relationship between Strategic Procurement Practices and Service Delivery**

|       |            | Coefficients <sup>a</sup>   |            |                           |       |      |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
|       |            | Unstandardized Coefficients |            | Standardized Coefficients |       |      |
| Model |            | B                           | Std. Error | Beta                      | T     | Sig. |
| 1     | (Constant) | 1.437                       | .448       |                           | 3.208 | .002 |
|       | SPP        | .458                        | .052       | .473                      | 8.754 | .000 |
|       | IT         | .300                        | .056       | .309                      | 5.389 | .000 |
|       | GP         | .204                        | .042       | .266                      | 4.878 | .000 |
| 2     | (Constant) | .192                        | .253       |                           | .760  | .449 |
|       | SPP        | .323                        | .057       | .333                      | 5.662 | .000 |
|       | IT         | .217                        | .055       | .224                      | 3.929 | .000 |
|       | GP         | .135                        | .042       | .176                      | 3.222 | .002 |
|       | PPREG      | .286                        | .061       | .321                      | 4.687 | .000 |
| 3     | (Constant) | .134                        | .264       |                           | .509  | .611 |
|       | SPP        | .322                        | .058       | .332                      | 5.536 | .000 |
|       | IT         | .212                        | .057       | .219                      | 3.743 | .000 |
|       | GP         | .157                        | .050       | .204                      | 3.157 | .002 |
|       | PPREG      | .301                        | .064       | .338                      | 4.742 | .000 |
|       | SPP_PPREG  | -.004                       | .013       | -.033                     | -.334 | .739 |
|       | IT_PPREG   | .010                        | .014       | .072                      | .721  | .472 |
|       | GP_PPREG   | -.011                       | .012       | -.087                     | -.939 | .349 |

a. Dependent Variable: SERV Del

Source: Field Data (2023)

The model for regression which resulted from the above table of moderation effect of Public Procurement Law was:

$$SD = 0.134 + .332 X_1 + .212 X_2 + .157 X_3 + .301 Z - .004 X_1Z + .010 X_2Z - .011 X_3Z \text{ .Eq 4.10}$$

Where; **SD** is the Service Delivery (Dependent Variable)

**X<sub>1</sub>** is the Strategic Procurement Planning (Independent Variable)

**X<sub>2</sub>** is the Information Technology (Independent Variable)

**X<sub>3</sub>** is the Green Procurement (Independent Variable)

**Z** is the Regulations governing public procurements (Moderating Variable)

Clearly from the model, various deductions can be made; first, the IT\*PPREG coefficient is positive, meaning that the interactive effect is positive, therefore, as public Procurement Law increases by one unit, the level of IT effect on service delivery insignificantly increases by 0.010,  $P > 0.05$ . However, SPP\*PPREG coefficient is negative, meaning that the interactive effect is negative, therefore, as public Procurement Law increases by one unit, the level of strategic procurement planning effect on service delivery insignificantly decreases by 0.004 units,  $P > 0.05$ . GP\*PPREG coefficient is negative, meaning that the interactive effect is negative, therefore, as public Procurement Law increases by one unit, the level of GP effect on service delivery insignificantly decreases by -0.011 units,  $P > 0.05$ . Secondly, in regard to unstandardized Beta coefficient of 0.458 ( $P < 0.05$ ), the interaction of public Procurement Law with strategic procurement planning produced a beta coefficient of -0.033  $P > 0.05$ . This implies public Procurement Law has no significant moderating effect on the relationship between strategic procurement planning and service delivery of county governments in Western Region, Kenya.

In regard to unstandardized Beta coefficient of 0.300, ( $P < 0.05$ ), the interaction of public Procurement Law with IT produced a beta coefficient of 0.010,  $P > 0.05$ . This implies public Procurement Law has no significant moderating effect on the relationship between IT and service delivery of county governments in Western Region, Kenya. In regard to

unstandardized Beta coefficient of 0.204 ( $P < 0.05$ ), the interaction of public Procurement Law with GP produced a beta coefficient of -0.011, ( $P > 0.05$ ). This implies public procurement act and regulations has no significant moderating effect on the relationship between GP and service delivery of county governments in Western Region, Kenya.

#### 4.11 Stepwise Regression

The findings gathered by utilizing the  $R^2$  in table 4.43 below show that values rise when more independent variables are added. The F value shows that, given a 95% degree of confidence, IT, sustainable purchasing, and strategic procurement planning are all significant upon every addition. This result shows that the coefficient of  $R^2$  for the significant variables grows stepwise to a value of 0.610. Based on the aforementioned findings, Strategic Procurement Planning accounts for 40.5% of the variation in County Governments' ability to deliver services in the Western Region, Kenya, IT accounts for 55.1% of the variation, and Green Procurement accounts for 61% of the variation. This shows that the largest contribution came from sustainable purchasing, followed by IT and then strategic procurement planning.

**Table 4.43: Stepwise Regression**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics |     |     | Sig. F Change |
|-------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|
|       |                   |          |                   |                            |                 | F Change          | df1 | df2 |               |
| 1     | .636 <sup>a</sup> | .405     | .401              | .40066                     | .405            | 108.908           | 1   | 160 | .000          |
| 2     | .742 <sup>b</sup> | .551     | .545              | .34934                     | .146            | 51.468            | 1   | 159 | .000          |
| 3     | .781 <sup>c</sup> | .610     | .603              | .32630                     | .060            | 24.244            | 1   | 158 | .000          |

a. Predictors: (Constant), SPP

b. Predictors: (Constant), SPP, IT

c. Predictors: (Constant), SPP, IT, GP

Source: Field Data(2023)

#### 4.12 Testing the Hypotheses

The null hypothesis should be rejected if the p-value is less than  $p < 0.05$ , and if the p-value is more than  $p > 0.05$ , the null hypothesis should not be rejected

**Table 4.44 Summary of Results on Hypotheses Testing**

| <b>Hypothesis</b>                                                                                                                                                                                                                                       | <b>Actual position</b>                                                                                           | <b>Decision</b>                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------|
| H <sub>0</sub> 1: There is no statistically significant effect of Strategic Procurement Planning on Service Delivery of County Governments in Western Region, Kenya.                                                                                    | at 5% significance level, the significance level for Strategic Procurement Planning $p < 0.05$                   | Reject the Null Hypothesis     |
| H <sub>0</sub> 2: There is no statistically significant effect of Information Technology on Service Delivery of County Governments in Western Region, Kenya.                                                                                            | at 5% significance level, the significance level for Information Technology $p < 0.05$                           | Reject the Null Hypothesis     |
| H <sub>0</sub> 3: There is no statistically significant effect of Green Procurement Strategic Procurement practice on Service Delivery of County Governments in Western Region, Kenya.                                                                  | at 5% significance level, the significance level for Green Procurement Strategic Procurement practice $p < 0.05$ | Reject the Null Hypothesis     |
| H <sub>0</sub> 4: There is no statistically significant moderating effect of Regulations governing public procurements on the relationship between Strategic Procurement Practices and Service Delivery of County Governments in Western Region, Kenya. | at 5% significance level, the significance level for Strategic Procurement practices $p > 0.05$                  | Fail to Reject Null Hypothesis |

*Source. Field Data 2023*

## **CHAPTER FIVE**

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

#### **5.1 Introduction**

This chapter provides a summary of what has been discussed in the previous chapters. It also provides highlights on the conclusions that have been made on the basis of the findings of this study, provides recommendations and also suggestions for further studies.

#### **5.1 Summary of findings**

Examining the impact of Strategic Procurement Practices, Public Procurement Law, and County Government service delivery in the western Region, Kenya was the study's main goal. Other specific objectives included to determine the effect of strategic procurement planning on service delivery of County Governments in Western Region, Kenya, to determine the effect of green procurement on service delivery of county governments in western Region, Kenya, examine the effect of information technology on service delivery of county governments in western Region, Kenya. Investigate the moderating effect of Public Procurement Law on the relationship between strategic procurement practices and service delivery of county Governments in Western Region, Kenya. At a 95% level of confidence, both independent and combined effects were subjected to the test for hypotheses ( $P < 0.05$ ). The following parts gave the findings' summary in the same manner.

##### **5.1.1 Strategic Procurement Planning and service delivery**

To determine the impact of strategic procurement planning on county governments' service delivery in the Western Region, Kenya was the study's primary goal. The respondents overwhelmingly concurred that all goods and services purchased by the County are subject to identification of needs. The respondents were unanimous in their support of conducting a need assessment prior to beginning procurement activities in the county. The respondents also expressed a significant desire for top management to assist in putting strategic

procurement plans into action. The respondents overwhelmingly concurred that there is timely preparation of purchasing plans for budgeting purposes. The top management of the organisation supports the implementation of the strategic procurement plan, the respondents overwhelmingly agreed. The respondents overwhelmingly concurred that people's needs and governmental policy are compatible. The responders overwhelmingly concurred that the purchased goods, works, and services are within the allocated budget. The responders overwhelmingly concurred that the goods, works, and services acquired meet the necessary quality criteria. The County Governments in Western Region, Kenya have not, however, fully completed the strategic procurement plan's execution.

The inferential statistics findings showed a direct correlation between County Governments' Strategic Procurement Planning and Service Delivery in the Western Region, Kenya ( $r = 0.636$ ,  $P < 0.05$ ). These have the implication that better Strategic Procurement Planning procedures would lead to better County Government service delivery in the Western Region, Kenya. Strategic Procurement Planning significantly accounts for up to 40.5% of change in County Government Service Delivery in the Western Region, Kenya, according to the  $R^2$  coefficient of determination ( $R^2 = 0.405$ ,  $P < 0.05$ ). This indicates that County Government service delivery in the Western Region, Kenya is significantly influenced by practices in strategic procurement planning. A unit increase in Strategic Procurement Planning will significantly boost service delivery by 0.636 units ( $\beta_1 = 0.636$ ,  $P < 0.05$ ) when information technology and green procurement are controlled. The first null hypothesis, H01: Strategic Procurement Planning having no statistically significant effect on County Governments' ability to deliver services in the Western Region, Kenya, was refuted by the study.

### **5.1.2 Information technology and service delivery**

Examining how information technology affects county governments' ability to provide services in the Western Region, Kenya was the second goal. The responders overwhelmingly concurred that the county website should disclose the specs for purchased items. The respondents largely concurred that county electronic procurement platforms are used for requests for tender proposals. The respondents were unanimous in their support of the county's implementation of clear norms on the use of ICT in its business activities. The respondents overwhelmingly concurred that the County has performed well on the whole thanks to technical resources. The respondents overwhelmingly concurred that effective electronic procurement deployment was responsible for the success of e-payments. The respondents also concurred that staff members possess the ICT expertise and skills necessary to execute electronic procurement. The responders overwhelmingly concurred that staff training on electronic procurement systems improves its implementation. The respondents overwhelmingly concurred that the organization's use of an electronic procurement guidebook to help employees through the process facilitates implementation. The County Governments in Western Region, Kenya have not, however, completely implemented information technology.

Inferential data show a direct correlation among technology use and the provision of services in Kenya's Western Region county governments ( $r = 0.589$ ,  $P < 0.05$ ). The assumption is that increased technological innovation would result in improved service delivery by County Governments in Kenya's Western Region. Information technology accounts for up to 34.7% of the change in County Government Service Delivery in the Western Region of Kenya ( $R^2=0.347$ ,  $P<0.05$ ). This indicates that in the Western Region Kenya, County Government service delivery is significantly influenced by information

technology. When green procurement and strategic procurement planning are kept in check, an increase in information technology will significantly boost service delivery by 0.589 units ( $\beta_2=0.589$ ,  $P<0.05$ ) when it is implemented. As a result, the study rejected the second null hypothesis, which asserts that County Governments in the Western Region, Kenya's service delivery are not statistically significantly affected by the adoption of information technology.

### **5.1.3 Green procurement and service delivery**

The third goal was to determine how green procurement affected County Governments' service delivery in the Western Region, Kenya. The respondents concurred that the County follows formal environmental protection regulations (such as environmental policies or environmental guidelines). The respondents also concurred that vendors who abide by environmental regulations are used to buy goods, works, and services. The respondents also concurred that the goods bought are constructed from recycled resources. The respondents also concurred that purchased goods contain information concerning their environmental impact. Additionally, the respondents concurred that the disposal committee makes sure that materials are disposed of in a way that is environmentally friendly. The respondents also concurred that the county thinks about cooperating with vendors who already have ISO certification or are thinking about obtaining it. Additionally, the respondents concurred that environmentally friendly technical requirements and/or award criteria exist for the works, supplies, or services. The respondents also concurred that environmental protection or efficiency are monitored while contracts are being carried out or goods or services are being rendered. However, in the County Governments in Western Region, Kenya, the full implementation of green procurement has not yet been achieved.

According to the findings of the inferential statistics, there is a clear correlation between county governments' ability to provide services and their use of green procurement ( $r = 0.479$ ,  $P < 0.05$ ). These suggest that an increase in County Government service delivery in the Western Region, Kenya would be as a result of an increase in green procurement. Green procurement can considerably account for up to 23% of the change in County Governments' Service Delivery in the Western Region, Kenya according to the R square's coefficient of determination ( $R^2 = 0.230$ ,  $P < 0.05$ ). This indicates that in the Western Region Kenya, County Government service delivery is significantly influenced by green procurement. A unit increase in green procurement will significantly boost service delivery by 0.479 units ( $\beta_3 = 0.479$ ,  $P < 0.05$ ) when Strategic Procurement Planning and Information Technology are controlled. The final null hypothesis, which asserted that green procurement had no statistically significant impact on County Governments' ability to deliver services in the Western Region, Kenya, was thus rejected by the study.

#### **5.1.4 Moderating role of Public Procurement Law**

The study's fourth goal was to determine how the Public Procurement Law affected the relationship between County Governments' service delivery and strategic procurement practices in the Western Region, Kenya. The majority of respondents firmly agreed that the most favored approach for procuring products, works, or services is through an open tender. The respondents also concurred wholeheartedly that the procurement entity must get consent from the entity's accounting officer before beginning any procurement procedure. The respondents overwhelmingly concurred that the accounting officer creates the annual procurement plan within the allowed budget. The respondents were unanimous in their support of the procurement body reserving 30% of its budgeted funds for businesses run by women, young people, and people with disabilities. The respondents

overwhelmingly concurred that the accounting officer always uses the Authority's standard asset disposal and procurement forms. The respondents overwhelmingly concurred that the procurement in charge should provide the accounting officer with a professional opinion prior to a contract award. The respondents overwhelmingly concurred that, in line with the Act, the accounting officer must appoint all procurement and asset disposal committees. The respondents firmly agreed as well that all procurement records are kept in conformity with the Act and that procurement proceedings are properly documented. The respondents overwhelmingly concurred that the public entity's procurement and asset disposal procedures follow the Act. The respondents are also quite concerned that procurement plans are created within the medium-term economic framework and the goals of fiscal policy.

The respondents overwhelmingly supported the inclusion of procurement experts in the bilateral or multilateral agreement discussions. The respondents overwhelmingly concurred that there are detailed instructions and clear guidelines for the creation and use of electronic procurement systems. The respondents overwhelmingly concurred that successful tenderers must transmit technology, skills, and knowledge through training, mentoring, and involvement of Kenyan residents, according to the contract materials. The respondents also strongly agreed that the accounting officer makes decisions regarding a tender award within a period of one day as operationalized by the Regulations. The respondents also strongly agreed that the procuring entity conforms to the use of standard tender documents and formats.

From the multiple linear regression, it established existence of a direct relationship between joint Strategic Procurement Practices and delivery of services among the Counties in

Western Region, Kenya ( $r = 0.781$ ,  $P < 0.05$ ). This depicts that an increasing Strategic Procurement Practices would cause an increase in delivery of services among County Governments in Western Region, Kenya. Through coefficient of determination  $R^2$  square, it indicated that 61% change in delivery of services among County Governments in Western Region, Kenya is significantly accounted for by Strategic Procurement Practices adopted ( $R^2 = 0.610$ ,  $P < 0.05$ ). On the introduction of Public Procurement and Regulations as a moderator, there was a positive change in the  $R^2$  from (0.610 to 0.658,  $P < 0.05$ ). The positive change of (0.048) depicts that to some extent, Public Procurement Law significantly influences service Delivery. Conversely the interaction between Public Procurement Law with Strategic Procurement Planning was not significant  $P > 0.05$  with ( $\beta = -0.004$ ,  $P = 0.739$ ), Information Technology with ( $\beta = 0.010$ ,  $P = 0.472$ ), and finally Green Procurement ( $\beta = -0.011$ ,  $P = 0.349$ ). Therefore there existed enough evidence to accept the fourth null hypothesis which stated: Public Procurement Law has no moderating effect on the relationship between Strategic Procurement Practices and service delivery of County Governments in Western Region, Kenya. The interpretation being that the moderation effect of public procurement and regulations does not hold in specific strategic procurement practices as the law provides the legal framework within which procurement activities are to be conducted and therefore how Counties implement the Procurement Law dictates the success of services delivered.

## 5.2 Conclusion

From the first objective findings, it is implicit that County Governments have to a fair extent implemented their Strategic Procurement Plans in undertaking various procurement transactions in the County. However, there is a challenge from the National Government in disbursing the funds on a timely manner to aid in meeting the objectives set in the Counties

Procurement Plans. Strategic Procurement Planning has a significant relationship with delivery of Services within County Governments in Western Region, Kenya. This implies that an increase in Strategic Procurement Planning would result to significant improvement in service delivery levels of County Governments of Western Region, Kenya. This finding affirms the McKinsey's 7S Framework Model which asserts that needs should be realigned in order to improve the performance of plans as well as executing of a strategy or to maintain in case a firm is incorporating changes and therefore the study concluded that Strategic Procurement Planning has a positive influence on delivery of services among County Governments in Western Region, Kenya.

From the second objective relating to IT, the study found out that IT resources are not adequately supplied to the County Governments of Western Region, Kenya. The staff at the respective County Governments are supposed to be skilled which can be attained via trainings and retooling programmes .In achieving this, greater success shall be experienced in terms of openness, efficiency in terms of cost reduction and expeditious transactions. The main obstacle relating to insufficient capital to buy adequate and install technological resources, challenges with low supply of network that hampers IFMIS are such aspects which require improvement in order to attain the desired goals. IT has a favorable relationship with providing services in Kenya's Western Region County Governments. It demonstrates how more information technology capabilities would greatly improve County Government service delivery. The result is consistent with the concept of innovation diffusion theory that emphasizes that technology has several sub-dimensions, such financial viability, cost savings, reduced difficulty, social prestige, time reductions,

and immediate rewards. Therefore, the study concluded that IT has a positive influence on delivery of services among County Governments in Western Region, Kenya.

From the third objective pertaining Green procurement, organizations could achieve modernization without compromising the environment. In Counties of Western Region, Kenya, it was established that green procurement has been partially implemented due to lack of its awareness or just disregard of the environmental policy. Therefore the top management is considered as key in ensuring that the environmental laws are adhered to in the procurement processes of their Counties. This finding affirms the ecological modernization theory that asserts that joint benefit of modernization and environmental concern could be achieved if laws were implemented to their latter. Key was that laws need to be reinforced in order to achieve their implementation.

Sustainable purchasing was consequently formed to have a substantial association with the delivery of services by the County Governments in the Western Region of Kenya. It demonstrates how improvements in Sustainable Purchasing Practices, in terms of adoption and execution, might result in improved service delivery among County Governments in Western Kenya. As a result, the study indicated that sustainable purchasing has had a positive effect on county government service delivery in Kenya's Western Region.

Lastly, the research found that the Public Procurement Law and Rules did not moderate the association involving Strategic Procurement Practices and service delivery within Counties in Kenya's Western Region.

### **5.3 Recommendations**

#### **5.3.1 Recommendation to policy makers**

From the above conclusion the study came up with both policy as well as practical recommendations that was in following manner,

- i. Procurement departments should carry out needs assessment in an effective manner and information obtained should be shared with the user departments to inform preparations of procurement plan based on existing market prices. Procurement plan preparation is a tedious and complex exercise and thus the management has to sensitize users and the procuring staff with regards to the preparation and implementation as this will lead towards improved service delivery of the County operations hence improved usage of funds.
- ii. The National government should devise a mechanism upon and develop policies upon which resources will be channeled to counties on a timely manner as delays had a significant impact on service delivery.
- iii. Proper guidelines should be issued to ensure that the implementation of Electronic procurement is achieved and focus should be placed on eliminating the bottlenecks in Electronic procurement implementation.
- iv. Devolved units ought to consider IT as an essential asset because its use in purchasing operations enhances the provision of services and assists in ensuring openness, swift actions, a simple audit trail, a decrease in human interference and lower paperwork costs. Therefore investment in IT infrastructure is required by the county governments as well as training of staff on utilization of the procured technologies is essential to ensuring full realization of the intended benefits.

### **5.3.2 Recommendations to County Governments**

- i. Counties should avail design specifications to their suppliers which entails environmental requirement for procured items. In furtherance, there exist need for the Counties to conduct an audit on suppliers' internal environmental management

and to ensure that there is cooperation between the Counties and suppliers with regards to cleaner production and green packaging.

- ii. There should also be a deliberate effort from the County Governments to ensure that the established environmental laws are adhered to by the procurement departments in terms of procuring environmental friendly products and proper disposal of obsolete products.
- iii. County Governments should ensure timely preparations and full implementation of the strategic procurement plans as they play a critical role in triggering service delivery.

#### **5.4 Implication to Supply chain Management Practices and to Policy**

The findings of this study provides a number of issues which have implications for practice of strategic procurement practices. The low service delivery experienced in the County Governments has drawn interest from scholars, practioners and even the policy makers despite the existence of the Public Procurement Act and its Regulations. This study therefore has a significant implication on policy and the recommendations as management of County Governments such as those in Western Region, Kenya. Therefore County Governments must work closely with the bodies established under the Procurement Act such as the Public Procurement Regulatory Authority in ensuring that the regulations provided therein are implemented. This is as provided in the law where the County departments in charge of treasury shall be the one responsible for ensuring the implementation of the Act in their respective Counties and ensure that all procurement transactions are conducted in a free, fair and transparent manner to ensure minimized costs in order to attain value for money as stipulated under article 227 of the constitution of Kenya.

To the top management in the County Governments, they should ensure close engagements with bodies governing procurement, ensure necessary training and capacity building is provided to their staff to boost on the implementation of the law to its latter. The lack of training and capacity building was evident such that laws governing green procurement have been partially implemented a factor attributed to lack of enforcement of the law while others were not fully aware of the sustainability concept. Political interference in procurement processes should be reported to necessary procurement established bodies and conflict of interest should be declared before the commencement of any procurement transaction. County Governments also should work together with other law enforcing bodies to ensure that such attempts to disregard the established law for personal gains are thwarted in the onset as this will ensure public resources are not looted or misused. Lastly, the management should ensure that their staff adhere to the code of ethics established to avoid colluding with suppliers and other interested parties in an attempt of avoiding fair competition.

To the National Government of Kenya, they should device a mechanism to ensure timely disbursement of funds to the County Governments in order for the Counties to meet their set objectives as envisaged in their strategic procurement plans since it does influence service delivery as established by the findings. More so, bodies established under the Procurement Act also should ensure that laws provided governing procurement are implemented through monitoring and reporting on procurement transactions that take place in the Counties and action thereafter taken for acts of omission or commission of the laws either by default or design and that other government law enforcing agencies to work in

collaboration with such established bodies to ensure full implementation of the procurement law.

To the scholars, the findings have been vital especially in creating of knowledge gaps .For instance, some studies established a moderation effect of the Public Procurement Act and Regulations while from the findings of this study it was contradicted where no moderating effect was established. This requires more investigations to bridge the gap identified. Further, this study has not only conceptualized the strategic procurement practices but also has tested it empirically. The study has indicated that strategic procurement practices on their own do significantly influence service delivery and that Public Procurement Act does not moderate its relationship. It therefore means that the relationship between strategic procurement practices and service delivery could be moderated by other unmeasured factors captured by the error term.

### **5.5 Suggestion for further studies**

In this study, it was established that Public Procurement Law was not significant in moderating the relationship between Strategic Procurement Practices and service delivery. There is need to establish if this is the case for other County Governments in other Regions in Kenya not captured under this study. However, the contradiction from other studies where Public Procurement Law moderated the relationship between Strategic Procurement Practices and service delivery portrays a knowledge gap worth to be filled. All the strategic Procurement Practices that is Strategic Procurement Planning, Information Technology and Green Procurement explained partial variation on service delivery implying that there are other factors captured by the error term which were unexplored that could contribute towards improved service delivery. Future studies therefore could tap on factors such as

records management, supplier management, and contract management to fill the gaps that exist.

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**APPENDICES**  
**APPENDIX I: INTRODUCTORY LETTER**

KENNEDY WANDERA WALUBENGO,  
P.O. BOX 385-50309,  
KAIMOSI-KENYA.

Dear Respondent

**RE: REQUEST FOR YOUR PARTICIPATION IN THE STUDY**

I would like to introduce myself as a PHD student from Masinde Muliro University of Science and Technology, Kenya undertaking a Doctorate Degree in business administration (supply chain management option). I am carrying out a study on “***Strategic Procurement practices, Public Procurement Law and service delivery of County Governments in Western Region, Kenya***”. Therefore, I am seeking your response on the items that are going to ensure that this work is completed and results known. Kindly, my request is for you to answer all questions attached in this letter. My assurance is that the information you are going to share in this booklet will be kept confidential and neither your name or identify of your Institution will be revealed. This work is purposively for academic purposes only. As a confirmation of participating in this study, kindly append your signature and the date below.

**Sign** \_\_\_\_\_

**Date** \_\_\_\_\_

Thanks in advance for your cooperation.

**Kennedy Wandera Walubengo**

**PBA/H/01-53883/2019**

**Masinde Muliro University of science and Technology**

## APPENDIX II: QUESTIONNAIRE

### SECTION 1: BACKGROUND INFORMATION

What is your gender? Male ☐ Female ☐

What is your age?

Below 25years ☐ 25-34 years ☐ 35-44 years ☐ 45-54 years ☐  
☐ above 55 years ☐

What is your highest level of education?

Secondary education ☐ Certificate ☐

Diploma ☐ Bachelor's degree ☐

Master's Degree ☐ PhD ☐

How long have you worked in this organization?

Below 1 year ☐ 1-5 years ☐ 6-10 years ☐

11-15 years ☐ Over 15years ☐

### SECTION 1: Strategic procurement planning

| In this section please tick (✓) the most appropriate response for each of the questions in the table below 1 Strongly disagree <b>SD</b> , 2 Disagree <b>D</b> , 3 Fairly Agree <b>FA</b> , 4 Agree <b>A</b> , 5 Strongly agree <b>SA</b> |                                                                                   |   |   |   |   |   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---|---|---|---|---|
|                                                                                                                                                                                                                                           |                                                                                   | 5 | 4 | 3 | 2 | 1 |
| 1                                                                                                                                                                                                                                         | Identification of needs is done on all procured goods and services in the County. |   |   |   |   |   |
| 2                                                                                                                                                                                                                                         | Before undertaking purchasing activities for Counties, Need Assessment is done    |   |   |   |   |   |
| 3                                                                                                                                                                                                                                         | Strategic procurement plans receive support from the top management brass         |   |   |   |   |   |
| 4                                                                                                                                                                                                                                         | Budgeting is informed thought                                                     |   |   |   |   |   |

|   |                                                                                        |  |  |  |  |  |
|---|----------------------------------------------------------------------------------------|--|--|--|--|--|
|   | procurement plans that are prepared timely process                                     |  |  |  |  |  |
| 5 | Strategic procurement plans are supported by the organizations top management          |  |  |  |  |  |
| 6 | The policy of the government is matched with what the people need.                     |  |  |  |  |  |
| 7 | The estimated budget is the basis for all the procurement for goods works and services |  |  |  |  |  |
| 8 | Quality standards are required to be adhered to when buying goods, works and services. |  |  |  |  |  |

1. What is your comment on the commitment of management to strategic procurement plans?  
.....  
.....
2. What setbacks does your organization experience in the quest of achieving the strategic plan objectives?  
.....  
.....

## SECTION 2: Information technology

In this section please tick (✓) the most appropriate response for each of the questions in the table below 1 Strongly disagree **SD**, 2 Disagree **D**, 3 Fairly Agree **FA**, 4 Agree **A**, 5 Strongly agree **SA**

|   |                                                                                     | 5 | 4 | 3 | 2 | 1 |
|---|-------------------------------------------------------------------------------------|---|---|---|---|---|
| 1 | From the digital website of the counties are posted procurement items specification |   |   |   |   |   |
| 2 | The county does invitation to tenders proposals via its electronic website          |   |   |   |   |   |
| 3 | Clear guidelines for ICT exist to provide guidance for transactions                 |   |   |   |   |   |
| 4 | Technological resources have led to overall good performance of the County.         |   |   |   |   |   |
| 5 | E-payments has been achieved due to proper implementation of e-Procurement.         |   |   |   |   |   |
| . | Members of staff are equipped with ICT skills and knowledge required to             |   |   |   |   |   |

|   |                                                                                                                               |  |  |  |  |  |
|---|-------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
|   | implement electronic procurement.                                                                                             |  |  |  |  |  |
| 6 | Training of staff on the use of electronic procurement tools enhances the Implementation of electronic procurement.           |  |  |  |  |  |
| 7 | Electronic Procurement manual within the organization to guide On electronic procurement processes boosts its implementation. |  |  |  |  |  |

1. What are some of the benefits seen by incorporating the use of IT in Procurement?  
.....  
.....
2. How does your organization ensure that they are acquainted with knowledge and skills in IT considering the significant changes in technology?  
.....  
.....

### SECTION 3: Green procurement

In this section please tick (✓) the most appropriate response for each of the questions in the table below 1 Strongly disagree **SD**, 2 Disagree **D**, 3 Fairly Agree **FA**, 4 Agree **A**, 5 Strongly agree **SA**

|   |                                                                                                                                   | 5 | 4 | 3 | 2 | 1 |
|---|-----------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 1 | The county complies with written guidelines for environmental protection (i.e. Environmental Policy or Environmental Guidelines)? |   |   |   |   |   |
| 2 | Goods, works and services are procured from suppliers who are compliant to environmental Regulations.                             |   |   |   |   |   |
| 3 | Products that are procured are made from recycled materials.                                                                      |   |   |   |   |   |
| 4 | Goods procured have information about their effects to the environment.                                                           |   |   |   |   |   |
| 5 | The disposal committee ensures that materials are disposed in a manner that does not harm the environment.                        |   |   |   |   |   |
| 6 | The county considers working with suppliers who are ISO certified or are considering getting ISO certification.                   |   |   |   |   |   |
| 7 | There is environmentally friendly                                                                                                 |   |   |   |   |   |

|   |                                                                                           |  |  |  |  |  |
|---|-------------------------------------------------------------------------------------------|--|--|--|--|--|
|   | Technical specifications and/or award criteria for the works, supplies or services.       |  |  |  |  |  |
| 8 | There is adherence and close monition of environmental policies during contract execution |  |  |  |  |  |

1. How would you describe the effect of Sustainable purchasing practices on the environmental situation of your county?  
.....  
.....
2. How does your department ensure that they are compliant to sustainable purchasing practices  
.....  
.....

#### SECTION 4: Public Procurement Law

In this section please tick (✓) the most appropriate response for each of the questions in the table below 1 Strongly disagree **SD**, 2 Disagree **D**, 3 Fairly Agree **FA**, 4 Agree **A**, 5 Strongly agree **SA**

|   |                                                                                                                                            | 5 | 4 | 3 | 2 | 1 |
|---|--------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 1 | Open tender is the most preferred method for Procurement of goods, works or services.                                                      |   |   |   |   |   |
| 2 | Prior the commencement of a Procurement process, the Procurement entity obtains authorization from the entity's accounting officer.        |   |   |   |   |   |
| 3 | The annual Procurement plan is prepared by the accounting officer within the approved budget.                                              |   |   |   |   |   |
| 4 | The procuring entity reserves 30% of the budgetary allocations for enterprises owned by women, youth and persons living with disabilities. |   |   |   |   |   |
| 5 | The accounting officer uses the standard Procurement and asset disposal documents issued by the Authority in all dealings.                 |   |   |   |   |   |
| 6 | The Procurement in charge issues a professional opinion to the accounting officer for consideration to a contract                          |   |   |   |   |   |

|    |                                                                                                                                                                                          |  |  |  |  |  |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
|    | award.                                                                                                                                                                                   |  |  |  |  |  |
| 7  | The accounting officer constitutes all Procurement and asset disposal committees in accordance with the Act.                                                                             |  |  |  |  |  |
| 8  | There is proper documentation of Procurement proceedings and safe custody of all Procurement records in accordance with the Act                                                          |  |  |  |  |  |
| 9  | The Procurement and asset disposal process of the public entity complies with the Act.                                                                                                   |  |  |  |  |  |
| 10 | Procurement plans are prepared in conformity with the medium term fiscal framework and fiscal policy objectives.                                                                         |  |  |  |  |  |
| 11 | Procurement professionals are involved during the negotiations of the bilateral/multilateral agreement.                                                                                  |  |  |  |  |  |
| 12 | There exists a clear guidance and elaborate procedures for the establishment and use of electronic procurement systems.                                                                  |  |  |  |  |  |
| 13 | The tender documents have a mandatory requirement to successful tenderers to transfer technology, skills and knowledge through training, mentoring and participation of Kenyan citizens. |  |  |  |  |  |
| 14 | The accounting officer makes decisions regarding a tender award within a period of one day as operationalized by the Regulations.                                                        |  |  |  |  |  |
| 15 | The procuring entity conforms to the use of standard tender documents and formats.                                                                                                       |  |  |  |  |  |

1. What is your opinion on the compliance to the public Procurement and disposal Act 2015 and Regulations 2020 in the Procurement proceedings in your department?  
.....  
.....
2. What informs the choice of Procurement method to be used in Procurement of goods, works and services?  
.....  
.....

## SECTION 5: Service Delivery

In this section please tick (✓) the most appropriate response for each of the questions in the table below 1 Strongly disagree **SD**, 2 Disagree **D**, 3 Fairly Agree **FA**, 4 Agree **A**, 5 Strongly agree **SA**

|   |                                                                                                            | 5 | 4 | 3 | 2 | 1 |
|---|------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 1 | There is significant reduction of lead time for delivery of supplies from the suppliers.                   |   |   |   |   |   |
| 2 | Financial and conflict of interest disclosure requirements for public Procurement officials is adhered to. |   |   |   |   |   |
| 3 | Reduced lead time improves service delivery to clients.                                                    |   |   |   |   |   |
| 4 | The county publishes contract awards and prices                                                            |   |   |   |   |   |
| 5 | The Procurement processes are undertaken in a way that minimizes cost in order to achieve value for money. |   |   |   |   |   |
| 6 | Suppliers honor their obligation for the supply of goods, works or services.                               |   |   |   |   |   |
| 7 | Technical specifications or standards used are made available to all tenderers in advance.                 |   |   |   |   |   |
| 8 | The criteria intended to be applied for contract award is stated in the notice or tender documents.        |   |   |   |   |   |

- Has your county adopted strategic Procurement practices and how would you describe its impact on supply chain performance in your county?  
.....
- Supplier's commitment is key to delivery of goods, works or services. How would you describe the promptness of suppliers to your county?



### **APPENDIX III: INTERVIEW SCHEDULE**

#### **MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**(University of choice)**

**Date**.....

**Institution (optional)**.....

**Interviewee (optional)**.....

**Capacity**.....

#### **INTRODUCTION**

This interview is administered to the chief officers in charge of finance in the four Counties in Western Region, Kenya. It is purely for academic purpose and any information collected shall be treated with confidentiality. In addition, requests shall be made to seek permission to use a tape recorder on interviews, where possible.

#### **STRATEGIC PROCUREMENT PLANNING**

1. In your opinion, do you think quality specification influences service delivery? Why?
2. Does need assessment in your opinion leads to success delivery of service? Why?
3. What is the relevance of involving relevant stakeholders in the budget making process?
4. What roles do top management play in ensuring successful implementation of strategic procurement?

#### **INFORMATION TECHNOLOGY**

1. Do you have an ict policy for procurement activities? How has it contributed towards improving service delivery?

2. Does the existing ICT infrastructure support the implementation of Electronic procurement activities?
3. Do you have capacity building program programs on ICT for staff members? How has it influenced service delivery?
4. How has Electronic procurement improved service delivery?

### **GREEN PROCUREMENT**

1. What are the metrics that you look at when evaluating suppliers who are green compliant?
2. How has the environmental management laws impacted on promoting sustainable purchasing practices?
3. What disposal methods have you adopted that promote environmental conservation?
4. How key is reverse logistics in as far as promotion of sustainable purchasing practices is concerned?

### **PUBLIC PROCUREMENT LAW**

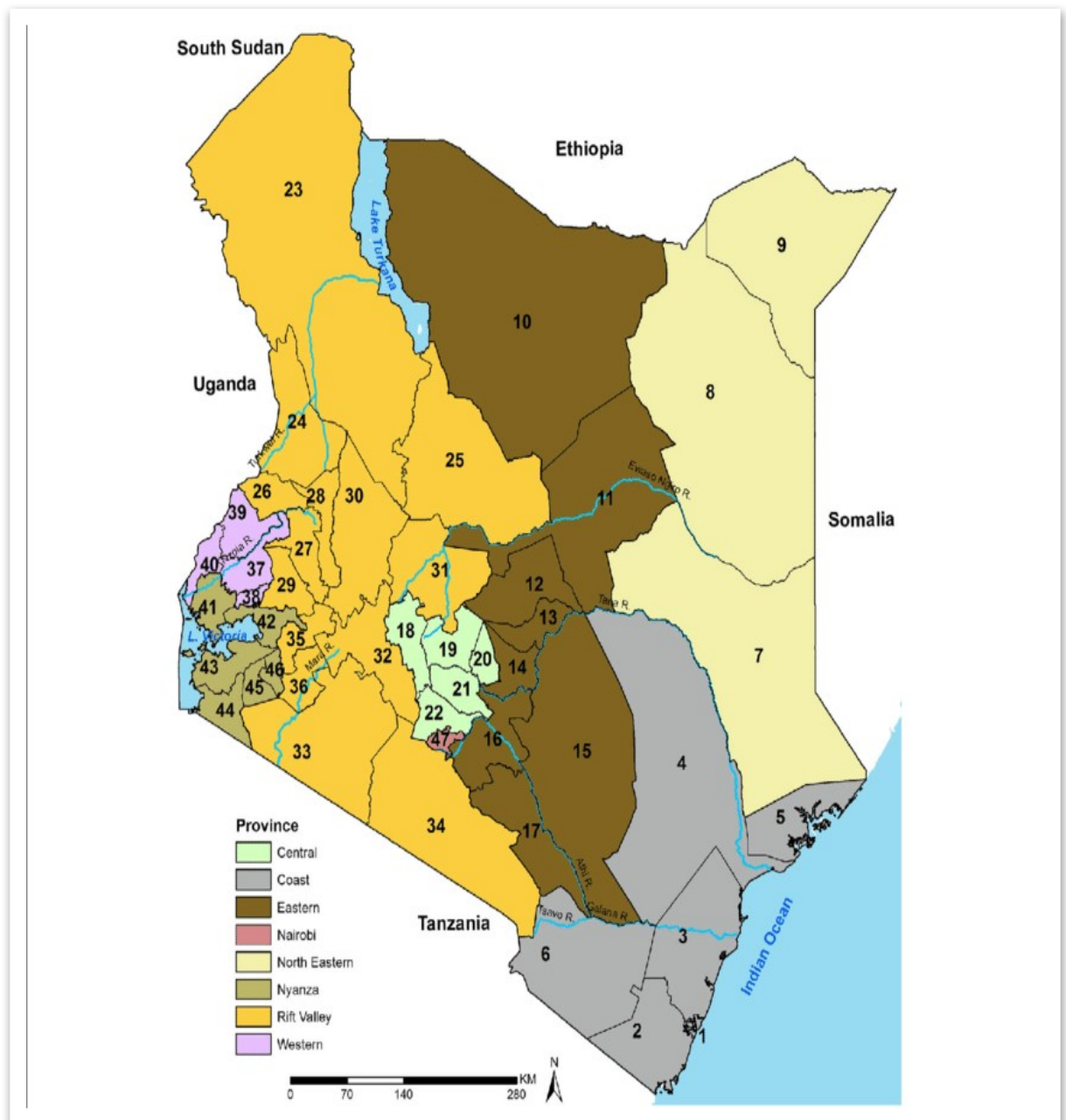
1. Do you think that the current PPADA, 2015 is rigid and difficult to implement? If yes, why?
2. Do you think there are procurement processes where legislation is silent? If yes, why?
3. What usually informs the choice of procurement method to be adopted for the purchase of goods works and services?
4. Do all procurement processes comply with the required standards as envisioned in the procurement Act, 2015?

### **SERVICE DELIVERY**

1. Do suppliers deliver the goods, works or services within the stipulated time frame? If No Why?
2. Does transparency in procurement activities influences service delivery? Expound on this?

3. How do you ensure cost is minimized in all procurement transactions and how does it influence service delivery?
4. Could you term your suppliers as reliable? Why?

# APPENDIX IV: Map showing the Counties in Western Region, Kenya



## Appendix V: Research License

|                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
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|                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                              |
| <p>This is to Certify that Mr.. kennedy wandera wandera of Masinde Muliro University of Science and Technology, has been licensed to conduct research in Bungoma, Busia, Kakamega, Vihiga on the topic: <b>STRATEGIC PROCUREMENT PRACTICES, PUBLIC PROCUREMENT REGULATIONS AND SERVICE DELIVERY OF COUNTY GOVERNMENTS IN THE WESTERN KENYA REGION</b> for the period ending : <b>19/July/2023</b>.</p> |                                                                                                                                                                                                              |
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