

Procurement Practices Influencing Project Implementation In Public Institutions In Kenya: A Case of Kenya Electricity Generating Company.

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Abstract: The purpose of this study was to assess the state of public projects implementation in Kenya and to bring the key factors that underlie their successful implementation process. The principle question to be addressed by this study was 'what procurement practices are responsible for projects failure in the Kenyan public sector?' To answer this question and to achieve the primary objective of this study, the study focuses on the situation at Kenya as a case of Kenya Electricity Generating Company (KenGen). KenGen was selected for this study because it is one of the major public institutions with a significant portfolio of public projects, some of which have succeeded whereas others have failed. The study research design was descriptive and involved data management to ascertain whether data was available in the organization through the examination of available documents and reports. A population of 2500 being the total number of employees was considered. The population was divided into three main strata based on their levels of management as per the organization structure namely; the top management, the middle management and the lower management with a representative sample of 10 % of the 2500 taken. The use of a questionnaire was the primary research instrument. A pilot test was done and it was found that the respondents understood the questions well and were comfortable in answering them. The data was coded as per the objectives to give distinct differences and multivariate regression done to look at the relationship of the variables. Presentation also was done through their calculated mean the standard deviation and the variance of the data collected. The study found that indeed various procurement practices affect the successful implementation of projects at KenGen. The supplier selection was found to reduce conflict of interest between the suppliers and management of the organization and in the process influence productivity of the staff. Establishment of effective performance indicators by the organization as one form of procurement practice contributed to the limitation of unnecessary expenditures by the firm and reduces risks and increases in customer loyalty. With the conclusion that to a great extent the successful implementation of projects being affected by adoption of procurement practices, the study recommended that there was need for the company to involve more stakeholders during the implementation of implementation and reduction of avenues in which unethical behavior might be introduced in the company.

I. Introduction

This chapter provides information on the background to the study. It also provides a statement of the problem, objectives of the study, research questions and justification of the study, scope and limitations of the study. The focus on the Procurement practices that influence the effective implementation of project in Kenyan public entities.

The procurement system in Kenya varies in major ways due to the fact that most projects are Government funded but others are Donor Funded Institutions like the World Bank, International Monetary Fund and the European Union and thus there is no consistency in the procurement system thus creating loopholes for unethical staff to embezzle money through means like defining specification to fit single contractors, substituting specified goods with inferior goods selective release of information to favor contractors, charge for skills below those specified which is causing poor quality being procured (Okwiri, 2012).

1.1 Background of the Study

According to Chandra (2008), a project is an investment activity that involves a current or future outlay of funds in the expectation of a stream of benefits extending far into the future. A public project is therefore one where such an investment involves the use of public funds by a Government body mandated to carry out certain specific missions to achieve specific objectives for the benefit of the greater public majority. Project implementation on the other hand refers to the process of actualizing the investment plan by putting certain specific actions and structures in place in order to operationalize the investment dream and subsequently derive the targeted benefits from the project.

Chandra (2011) cites examples of public projects such as; investment in a public transport system like construction of a new railway line or expansion of the existing railway infrastructure, building of energy generation plant, Building of new substations, development of public housing, research and development, training, and so on that are expected to generate benefits over a period of time. Such public projects can be classified either as strategic investments to address long-term organizational goals with a significant impact on the overall direction of the concerned public entity, or tactical investments to implement a current strategy as efficiently or as profitably as possible.

According to Brown and Hyer (2010), a project is a temporary endeavor intended to solve a problem, sees an opportunity, or responds to a mandate. All types of organizations engage in project activities: Families, Government agencies, small businesses and multinational corporations' examples of public projects as street repair, street lighting, public parking and services for homeless people, among other examples. They further argued that the attention to the management of projects undoubtedly is growing because organizations, whether private or public, have up-scaled their project portfolios and consequently spend large sums of money on project endeavors.

Equally, several other countries of the world, including France and Germany among others, have been driven by the motivation to address certain inadequacies, imbalances or gaps existing in the economy which the private sector alone could not otherwise effectively deal with. The way to attain this is by initiating relevant public projects. Previous studies on public projects have demonstrated that there exist a myriad challenges that impede their successful implementation. According to Chandra (2010), poor planning has been a major constraint in successful implementation of public projects in India culminating in projects becoming uneconomical as a result of time and cost over-runs. The end result has been retarded economic development. This view is supported by Oladipo (2012) who evaluated local government projects in Nigeria where he identified key project impediments as poor project planning, inadequate quality manpower, inadequate finance and poor project monitoring.

On the local front, similar situations affecting successful project implementation within the public sector in Kenya. The Kenya Electricity Generating Company (KenGen) being a public institution is no exception to these challenges. According to Kenya National Audit Office (KENAO, 2010), KenGen failed to successfully implement the construction of Hydro Plaza project in Seven Forks within the stipulated contractual period and initial budget. The contractor blamed this failure on delayed payments and unforeseen but necessary works associated with the project. This clearly pointed to poor project planning, procurement procedures in inspection of works and a challenged finance system.

1.1.1 Overview of KenGen.

Kenya Electricity Generating Company Limited (KenGen) was incorporated on 1st February 1954 under the companies Act Cap 486 of the Laws of Kenya, as a private Limited Company in the name Kenya Power Company Limited. It was converted into public Limited liability pursuant to a special resolution passed on 27th July 1955. Following reforms implemented by the Kenyan Government (GoK) in the energy sector, the company's name subsequently changed to Kenya Electricity Generating Company Limited on 27th September 1997.

The company is governed under the Companies Act Cap 486, State Corporations Act Cap 446, Energy Act 2006, Public Procurement and Disposal Act 2005 and Capital Markets Authority Act 485A. The purpose and object for which KenGen was established was to oversee the generation of competitively priced electric energy by developing, managing and operating power generation plants as the Company's core business. In March 2006, the Government of Kenya offered 30% of its shareholding in KenGen to the public, thereby reducing its overall shareholding to 70%.

KenGen's Mission Statement

To efficiently generate competitively priced electrical energy using state of the art technology, skilled and motivated human resource to ensure financial success. The organisation shall achieve market leadership by undertaking least cost, environmentally friendly capacity expansion. Consistent with our corporate culture, our core values will be adhered to in all our operations.

KenGen's Vision

To be the market leader in the provision of Reliable, Safe, Quality and Competitively priced Electric Energy in the Eastern Africa region.

Values

To achieve the vision and mission, the following core values are the firm's guiding principles:

Integrity: The organization ascribe in totality to honesty, transparency and accountability.

Professionalism: The organization strives to attain the highest professional standards in everything it does through the application of professionally competent staff and embrace state of the art technology.

Team spirit: The organization seeks to pursue teamwork as a means of building understanding and cooperation in its internal and external relationships.

Safety culture: The organization strives to create a safe working environment and to uphold environmentally friendly practices so as to have positive and healthy impact in our endeavors.”

1.1.2 Project Implementation at KenGen

According to (Kimalu, 2011) the procurement system in the public entities generally lack clear policies to guide the process and encourage suppliers who can do business with them. For instance, the existing guidelines discourage supplier development and collaborations due to the short term nature of most corporations. Secondly, the payment procedures for goods supplied and work done takes long time to be made thus exposing procurement performance to a very high risk.

To implement its projects, KenGen is committed to efficient generation of reliable, safe, quality and competitively priced electric energy to the satisfaction of their customers.

1.2 Statement of the Problem

Projects are part and parcel of the normal operations of public sector organizations. The projects funded by public funds aim at achieving certain organizational objectives set by public sector organizations to facilitate fulfillment of their mission but in some instances these objectives are not achieved (Chandra, 2010).

Previous studies in Kenya have provided evidence of the existence of a serious problem of ineffective project implementation within the public domain. KenGen failed to realize one of its key strategic objectives which were to be realized through the Construction of Hydro Plaza Building in Seven folks within a certain timeline due to delayed payments, procurement process in inspection of works, and unforeseen but necessary works associated with the project (KENAO, 2010).

Malala(2011), in his study on the effect of procurement on performance of Constituency Development Fund Projects (CDF) in Kenya (Case study of Kikuyu Constituency) found out that 88% of the projects were rated as being behind schedule, pointing to ineffective implementation process. Kirungu (2011) in a study on factors influencing implementation of Donor Funded Projects observed that the Financial and Legal Sector Technical Assistance Project (FLSTAP) under the Ministry of Finance (The National Treasury) has faced challenges to do with implementation and therefore not able to achieve its goals within the stipulated timeframes. On his part, Omanga (2010) found out that 21% of CDF Projects in Lari Constituency had either stalled or abandoned altogether. Looking at the studies above it is evident that there has not been a study linking procurement practices influencing project implementation in public institutions in Kenya leaving a gap that necessitated this study since the practices were established to reduce these problems. The statement of the problem proves clearly that the people affected by the failure of the projects implementation is the public who are the tax payers, public institutions who never meet their objectives and the Government in general which does not fulfill their Millennium Development Goals (MDGs).

1.3 Study Objectives

1.3.1 General Objective

The aim of this study was to assess the procurement practices that influence effective implementation of projects within the public sector in Kenya.

1.3.2 Specific Objectives

1. To establish the influence of procurement planning on effective project implementation in KenGen.
2. To determine the influence of Supplier selection on effective project implementation in KenGen.
3. To examine the influence of monitoring and evaluation on effective project implementation in KenGen.
4. To establish the influence of contract review on effective project implementation in KenGen.

1.4 Research Questions

1. What is the influence of procurement planning on effective project implementation in Ken Gen?
2. Is there any influence of supplier selection during effective project implementation in Ken Gen?
3. How does monitoring and evaluation influence effective project implementation in Ken Gen?
4. What is the degree of influence do Contract Review has on effective project implementation in Ken Gen?

1.5 Justification of the study

The approved budget of the Kenya Electricity Generating Company (KenGen) for the Financial Year 2014/2015 was approximately Ksh.15 Billion. Out of this, about Ksh.8 Billion was allocated for development projects. These are colossal amounts which need to be put to proper use to realize value for money. The company is charged with the responsibility to generate cheaper, safe and reliable energy using available economical resources in for consumption in the country.

In order to effectively fulfill this mandate, the company invests in the development and maintenance of relevant physical infrastructure and equipment for efficient provision of its generation of energy. One such area where a huge investment has been made is the Olkaria 1V geothermal project and extension of extra 180MW geothermal project which was launched recently by President Uhuru Kenyatta. Power generation plays a crucial role in the country and in return boosts Kenya's economic growth and development. The continued growth in the country's industrialization and production is a testament to this fact. This study would therefore be of great importance not only to KenGen but also the Ministry of Energy under which the Company operates, and the Government of Kenya at large.

The findings will bring to the fore new knowledge which policy makers, procurement practitioners' and scholars will find useful in accelerating success in public projects implementation. It is also hoped that the research findings will be an eye opener to stimulate more research in the area of procurement practices vis-à-vis public projects. The findings of the study also will go a long way in addressing the shortcomings and impediments that affect project implementation not only at the Kenya Electricity Generating Company (KenGen) but also in the larger public sector in Kenya. It will also add to the already existing knowledge and findings established by other researchers on public sector projects implementation.

1.6 Scope of the study

The study was carried out at Kenya Electricity Generating Company offices at the Headquarters- Stima Plaza Nairobi, Eastern Hydro-Gitaru Power Station, Kamburu Power Station, Masinga Power Station, Upper Eastern Wanjii Power Station, Tana Power Station, Western Hydro-Sondu Miriu Power Station, Kipevu, Turkwel Power Station, Olkaria Geothermal Station, and North Eastern-Garissa. The study confined itself to projects at KenGen due to constraints of both cost and time as it will not be practically feasible to study all public entities engaged in projects implementation.

1.7 Limitations of the study

The study had the following limitations: Some respondents were reluctant in giving information for fear of victimization and some did not give their time to answer the questionnaire as they were busy with their office work. Some respondents also had challenges with the use of computers and might not respond to the questionnaires that were sent to them via e-mail. In solving the challenges, the researcher explained the importance of the study to the respondents for them to give the right and full information. For the respondents who did not respond to the emailed questionnaires, the researcher gave hard copies.

II. Literature Review

2.1 Introduction

This chapter focuses on the review of both the theoretical and empirical literature on public projects implementation, the concept of public projects, and will most importantly demonstrate how the various factors impact on effective public projects implementation. The chapter also presented the conceptual framework of the study.

2.2 Theoretical Framework

Defeeet *et al.*, (2010) stated that, good research should be grounded in theory. This study will be guided by institutional theory, socio-economic theory and Resource based Theory. The institutional theory is the traditional approach that is used to examine elements of public procurement (Obanda, 2010).

2.2.1 Institutional Theory

According to Scott (2004), institutions are composed of cultural-cognitive and regulative elements that, together with associated activities and resources give meaning to life. He further explains the three pillars of institutions as regulatory, normative and cultural cognitive. The regulatory pillar emphasizes the use of rules, laws and sanctions as enforcement mechanism, with expedience as basis for compliance. The normative pillar refers to norms (how things should be done) and values (preferred or desirable), social obligation being the basis of compliance. The cultural-cognitive pillar rests on shared understanding (common beliefs, symbols, shared understanding).

This theory is very important when it comes to the implementation of sustainable procurement policy and practice in organizations that serve the public. This is a matter of organizational culture and the degree to which the prevailing climate in an organization is supportive of sustainability and/or of change in general (Brammer & Walker, 2012). From this theory, one can understand the laws and regulations governing procurement practices in effective project implementation for instance from the Evaluation period, Award, Substantial Completion and End of Defects Liability period of project justifying its implementation. This is gained by considering the procurement practices like procurement planning, supplier selection, contract review and monitoring and evaluation towards project implementation.

2.2.2 Socio-Economic Theory

Sutinen and Kuperan (2012) propounded the socio-economic theory of compliance by integrating economic theory with theories from psychology and sociology to account for moral obligation and social influence as determinants of individuals' decisions on compliance.

According to Lisa (2010) psychological perspectives provide a basis for the success or failure of organizational compliance. Wilmshurst and Frost (2000) also add that the legitimacy theory postulates that the organization is responsible to disclose its practices to the stakeholders, especially to the public and justify its existence within the boundaries of society. This theory, which focuses on the relationship and interaction between an organization and the society, provides a sufficient and superior lens for understanding government procurement system (Hui *et al.*, 2011). From this theory, we can understand the procurement policy, planning, supplier selection, contract reviews and sustainable procurement practices in public institutions and their influence on service delivery to the society as well as project implementations.

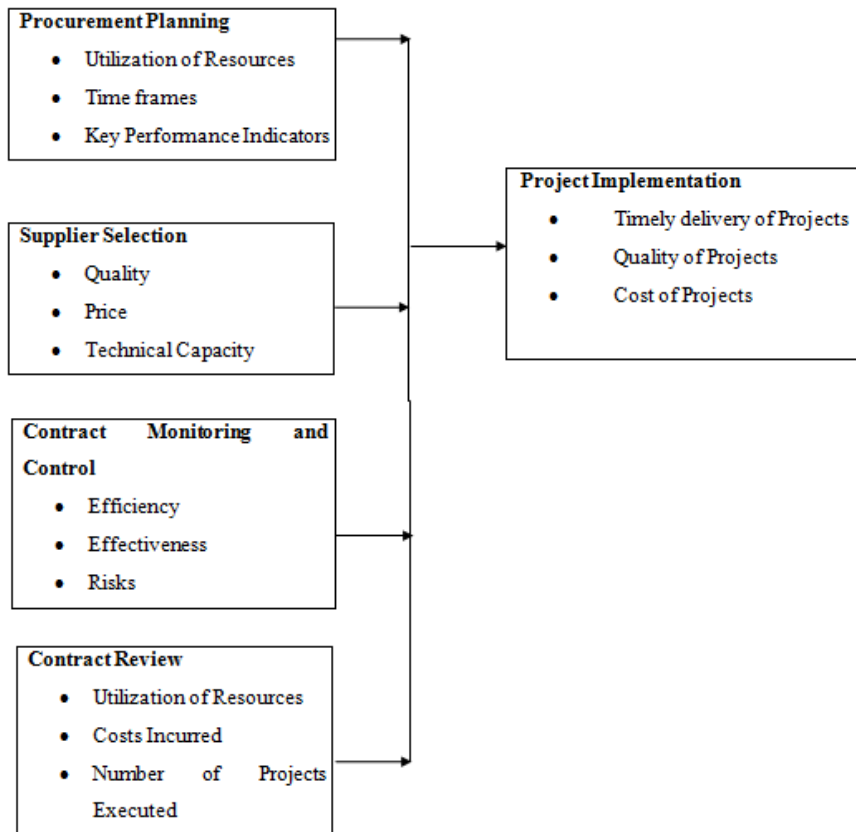
2.2.3 Resource Based Theory

Resources are inputs into a firm's production process, such as capital, equipment, skills of individual employees, patents, finance, and talented managers. Resources are either tangible or intangible in nature. With increasing effectiveness, the set of resources available to the firm tends to become larger. Individual resources may not yield to a competitive advantage. It is through the synergistic combination and integration of sets of resources that competitive advantages are formed. The Resource-based Theory (RBT) is a strategic management theory that is widely used in project management. It examines how resources can drive competitive advantage (Killen *et al.*, 2012).

The RBT has become one of the most influential strategic management theories cited in strategic management literature due to its immediate face validity, appealing core message, and ease to grasp and teach (Kraaijenbrink *et al.*, 2010). However, these advantages don't come without criticism. Those who are against the application of the RBT are criticizing areas that are mainly related to the state of the definitions that RBT is based on, the conceptual and empirical methodology, and so-called deficiencies of the concept (Truijens, 2013). With the help of this theory one can understand how to utilize the available resources, select our suppliers, do contract reviews to accomplish and implement a given project effectively by prioritizing the project needs.

2.3 Conceptual Framework

According to Mugenda and Mugenda (2013), a conceptual framework refers to conceptualization of the relationship between variables in the study and it is shown diagrammatically. Apart from showing the direction of the study, through the conceptual framework, the researcher is able to show the relationships of the different constructs that researcher was to investigate. For purposes of this study, the dependent variable is the effective implementation of public projects whereas the independent variables are the procurement methods, project monitoring and evaluation and finally on communication.



Independent Variables **Dependent Variables**

Figure 2.1: Conceptual framework

2.3.1 Procurement Planning

As a general planning principle, Chandra (2010) asserts that unlike small projects that involve few activities, complex projects that go beyond a certain threshold level of magnitude should proceed on the basis of a sound formal planning platform without which there may be chaos. Sound formal planning provides the basis for organizing the work on the project and allocating responsibilities to individuals. It is not only a means of communication and coordination between all those involved in the procurement project but also induces people to look ahead besides instilling a sense of urgency and time consciousness. Above all planning provides the basis for monitoring and control.

Within the context of public procurement, section 26(3) of the Public Procurement and Disposal Act (2005) and Regulation 20 of the Public Procurement and Disposal Regulations (2006) provide for an elaborate structured mechanism for procurement planning for public entities. Of major significance is the requirement for the procurement plan to contain, among other things, a detailed breakdown of goods, works, or services required; a schedule of the planned delivery, implementation or completion dates for all goods, works, or services required; an indication and justification for whether it shall be procurement within a single year period or under a multiyear arrangement, an estimate of the value of each package of goods, works or services required, an indication of the budget available, sources of funding and an indication of the appropriate procurement method for each procurement requirement.

Planning will also involve setting out goals, and also includes an outline of the time and cost. Well defined objectives and policies serve as the framework for the decisions to be made by the procurement manager. Brown and Hyer (2010) asserted that in general planning includes identifying the purpose, defining the scope, determining customer requirements (user needs), identifying tasks (key procurement activities), estimating time (delivery schedules for goods and services) and cost, assigning responsibilities and other activities. Planning answers the question: What does the organization hope to accomplish by successfully completing this project? What organizational result is expected?

In underscoring the critical role planning plays in successful project implementation, Frese *et al* (2013) contends that planning requires excellent forward planning, which includes detailed planning of the process implementation stages and milestones, task timeliness, fallback positions and re-planning. What this means is

that initial planning is not enough. Projects often take wrong turns, or initial solutions prove unfounded thereby necessitating re-planning and going back to the drawing board. A procurement plan may thus be subjected to review from time to time as and when necessary. Freeze emphasizes that planning requires an interactive process that requires agile re-thinking as the known environment shifts.

According to Saunders (2011), planning also encompasses the aspects of forecasting techniques to help in the process of predicting costs and cash flows (financial disbursements). The other critical element of procurement project planning is deciding on the organization structure. The structure will normally be affected by the strategic choices in relation to competitive advantage and the competitive scope. Aspects of functional specialization and the balance between centralization and decentralization of procurement activities need to be reflected in decisions. Attention may also be on the development of coordinating mechanisms such as matrix structures, multifunctional teams and committees. In some cases, procurement project teams or task forces may be formed for specific projects.

Lysons and Farrington (2010), on their part, have also underscored the relevance of resource allocation as an aspect of planning in the process of the project implementation strategy formulation. Resource allocation at this stage will normally assume the form of financial, physical, human and technological resources allocated to a function or activity. Such allocation is usually reduced to quantitative terms expressed in procurement budgets or financial statements of resources needed to achieve specific objectives or to implement a formulated strategy.

Mamiro (2010) points out that one of the major setbacks in public procurement is poor planning and management of the procurement process which include needs that are not well identified and estimated, unrealistic budgets and inadequacy of the skills of staff responsible for procurement. When planning is properly conceived and implemented, it can serve as an important mechanism for extracting, distributing and allocating resources (James, 2004).

2.3.2 Supplier Selection

Supplier selection is the process by which firms identify, evaluate, and contract with suppliers. The supplier selection process deploys a tremendous amount of firms financial resources. In return, firms expect significant benefits from contracting with suppliers' offering high value. Suppliers have been acknowledged as the best intangible assets of any business organization (Muralidharan *et al.* 2012). According to Tahrir *et al.*, (2012), "supplier selection problem has become one of the most important issues for establishing an effective supply chain system." Indeed, supplier selection and evaluation represents one of the significant roles of purchasing and supply management functions.

Arguably purchasing and supply chain plays a crucial role in supply chain management through proper selection of competent suppliers. Weber, Current, and Benton, (2011) affirm that firms cannot successfully produce low cost, high quality products without judicious selection and maintenance of a competent group of suppliers. Lee *et al.*, (2011) and Kumara *et al.*, (2013) emphasize that selection of the best supplier is an essential strategic issue imperative for supply chain effectiveness and efficiency.

Kumara *et al.*, (2012) contend that strategic partnership with the right suppliers must be integrated within the supply chain to contain costs, improve quality and flexibility to meet end-customers' value and reduce lead time at different stages of the supply chain. Purchasing and supply management support the management of supplier network with respect to identification of supplier selection criteria, supplier selection decisions, and monitoring of supplier performance (Jose Gerardo & Martinez Martinez, 2010). However, selecting the right suppliers for a long term relationship is a relevant procurement issue that demands judicious attention.

Quality

Quality of raw material and component requirements are very vitally important in any organization and firms need to select suppliers with supplier's certification, proven record of world-class service and quality raw materials. Lin *et al.*, (2010) note that quality management practices are imperative in supplier selection strategies. Gonzales *et al.*, (2011) found that quality is the most significant attribute in supplier selection.

Cost

Cost has traditionally been considered as one of the most important aspects of supplier selection criteria in the purchasing and supply management literature. The lowest price is not always the best value for money. If one wants reliability and quality from suppliers, one has to have to decide how much is willing to pay for the supplies and the balance one wants to strike between cost, reliability, quality and service (Meredith & Mantel, 2012).

Services

Supplier's services are imperative for any organization. They are expected to provide high-quality services that include consist of on-time delivery, value added services, and ease of communication. One needs suppliers to deliver on time, or to be honest and give plenty of warning if they can't (Tahririet *al.*, 2010). The best suppliers will want to talk with their clients regularly to find out what needs one have and how they can serve one better.

Risk Management

Suppliers must be able to proactively mitigate and manage supply risks. The ability of suppliers to help buyers reduce risk can positively affect cost containment, quality improvement operational efficiency, process improvement and consistency, and supply chain visibility (Lysons&Farrington, 2010).

Green Purchasing

This is the process of applying environmental criteria to selection problems. It is increasingly becoming an important criterion when making purchasing decisions. According to Min and Galle (2011), purchasing professionals need to address the relationship between environmental factors and supplier selection. Zhu and Geng (2011) contend that purchasing managers can play an important role in selecting suppliers who incorporate environmental friendly practice in their purchasing.

Financial Stability

It's always worth making sure that supplier has sufficiently strong cash flow to deliver what one want, when you need it (Lysons&Farrington, 2010). A credit check will help reassure one that they won't go out of business when one needsthose most.

A partnership approach

A strong relationship will benefit both sides. One wants suppliers to acknowledge how important ones business is to them, so they make every effort to provide the best service possible. And one is more likely to create this response by showing the supplier how important they are to the business (Lysons&Farrington, 2010).

2.3.3 Contract Monitoring and Control

According to Regulation 8 of the Public Procurement and Disposal Regulations (2006), the procurement unit is charged with the responsibility to monitor contract management by user departments to ensure implementation of project contracts in accordance with the terms and conditions of the contracts. The unit is also required to report any significant departures from the terms and conditions of the contract to the head of the procuring entity and to coordinate internal monitoring and evaluation of the supply chain function in respect of the projects being undertaken.

Within the context of project contract monitoring and control, section 47 (b) of the PPDA 2005 and Regulation 31 of the Procurement Regulations (2006) provide for contract variation which shall be effective only if the price variation is based on the prevailing price index obtained from Central Bureau of Statistics or the monthly inflation rate issued by the Central Bank of Kenya; the quantity variation for goods and services does not exceed ten 10% of the original contract quantity; the quantity variation for works does not exceed fifteen per cent of the original contract quantity, and finally the price or quantity variation is to be executed within the period of the contract. Further, Regulation 32 provides for project contract termination subject to approval by the tender committee which authorized the original contract.

On the other hand, the responsibility of the user department vis-à-vis project contract management include, among others; reporting any departures from the terms and conditions of the contract to the procurement unit; forwarding details of any required variations to contracts to the procurement unit for consideration and action; and finally maintain and archive records of contract management and undertaking conformity assessments of supplied goods, works and services with the specifications of the project contract documents. All these actions are important aspects of the procurement project monitoring and control process embedded in the procurement legal framework to aid effective project implementation.

According to Meredith and Mantel (2012), the key things to be planned, monitored and controlled are time (schedule), cost (budget) and scope (performance). The prescribed public sector procurement plan format as already discussed above exhibits the first two as very prominent features. It is useful to perceive the control process as a closed-loop system, with revised plans and schedules (if warranted) following corrective actions. The planning-monitoring-controlling cycle is continuously in process until the project is completed. This process should be constructed as an integral part of the organizational structure of the project, not something

external to and imposed on it, or worse, in conflict with it. It is important to first define the key factors to be monitored and controlled: Scope, cost and time and the boundaries within which they should be controlled.

According to Brown and Hyer (2010), monitoring refers to any tracking system from a simple checklist to sophisticated dashboard style approaches, for identifying variances from the original plan. They advance the argument that as part of the planning process, a project team should agree on the appropriate approach for monitoring key performance indicators (KPIs) during the life of the project. On the other hand, the concept of project control as the set of processes, decisions, and actions involved in responding to project variances. Project control thus portends a project change management process for deciding when changes are appropriate and when to stay the course.

Chandra (2010) identified one significant factor, among others, that undermines effective project monitoring and control which tends to ultimately impact on the level of implementation success. The key factor according to Chandra is project characteristics which encompass the project's large size, complex undertakings involving many organizations and people rendering it difficult to keep track of physical performance and expenditure on hundreds or even thousands of activities relating to the project. This also poses the challenge of coordination and communication difficulties where several organizations and people are involved in the same project.

This view is supported by Frese (2010) who hold that effective project implementation requires continual monitoring and measurement of time, milestones, people and equipment schedules. Properly done schedule control will give the first hint that initial planning may not be going according to schedule. Picking on these hints, one can have an early opportunity to implement a fallback position and/or re-plan to get back on track. And with regard, however, fostering the highest possible standards of professional competence amongst those whom are responsible; optimizing the use of resources for which they are responsible to provide the maximum benefit to their employing organization; complying both with the letter and spirit of the law of the country and contractual obligations and by rejecting any business practice which might reasonably be deemed improper (Kapila, 2012).

2.3.4 Contract Review

Elenbaas (2010) emphasizes the relevance of contract review through communication in project implementation by asserting that projects are about communication, communication, communication. He argues that the biggest and most costly problem in any company is lack of contract review. In his view, a company may still succeed, but without good internal and external communication the cost of success will be much higher than necessary. Lack of good communication can easily turn a corporate strategy, or an information system project, into a modern day Tower Of Babel.

Kirksey (2010) re-enforces this position by asserting that one predator of project success is when communications are kept honest and open between customer and vendor through contract review. Communication as far as procurement is concerned entails a number of aspects chief of which is communication of the user specifications. Regulation 9 of the Public Procurement and Disposal Regulations (2006) stipulates the following, among others, as the principle responsibilities of the user department : (a) initiation of the procurement and disposal requirements and forwarding them to the procurement unit; (b) reporting any departure from the terms and conditions of the contract to the procurement unit; (c) forwarding details of any required variations to the contract and preparing any reports required for submission to the procurement unit, the procurement committee, the tender committee, head of procuring entity or the accounting officer; (d) preparing technical specifications and submit the same to the procurement unit and making clarifications on tender, requests for quotations and any other matter as may be required.

Section 31 of the Public Procurement and Disposal Act (2005), on other hand, provides the criteria for qualification for award of contract to contractors to implement public projects. Among the criteria to be satisfied include: whether the person has the necessary qualifications, capability, experience, resources, equipment and facilities to provide what is being procured; whether the person has the legal capacity to enter into a contract for the procurement; whether the person is not insolvent, in receivership, bankrupt or in the process of being wound up and is not the subject of legal proceedings relating to the foregoing; among other qualification criteria.

Whether these criteria are strictly adhered to during the procurement process for public projects is a subject of debate. Gaps in following these criteria have seen some contractors abandoning public projects due to their weak financial positions. In other cases, contractors have demonstrated a lack of technical capability in terms of manpower and equipment, a scenario that has had a devastating impact on the effectiveness of public project implementation. Sub-section 7 emphatically provides that procurement entities shall use creative approaches such as design and build in order to enhance efficiency of the procurement process and project implementation (Cheboi, 2014).

The technical specifications provided will constitute the basis upon which the evaluation of a bidder's qualifications is carried out and the subsequent selection of the successful tenderer is determined. Poor preparation and communication of the specification to bidders would have a negative impact on the matter in which potential bidders would prepare their bids and subsequently implement the project contract arising from the specifications provided. To ensure that funding bottlenecks are eliminated, regulation 20 of the Public Procurement & Disposal Regulations (2006) stipulates that every procuring entity shall prepare a procurement plan for each financial year as part of the annual budget preparation process.

Wixom *et al* (2011) postulate that user participation and team skills are two of the serene imperative implementation factors that determine project success or failure and that these two are essential communication skills. He argues that user participation occurs when users are assigned project roles and tasks, which lead to a better communication of their needs and helps to ensure that the system is implemented successfully. He further emphasizes that team skills are a critical factor in implementation success.

To further underscore the value of contract review in project implementation, Brown and Hyer (2010) hold the view that keeping key stakeholders (including the Procurement Manager) informed of the project's purpose, goals, progress and changes are key to successful project implementation. At the project's outset and as events unfold, key stakeholders must have the opportunity to comment and provide input. As a result, final project deliverables, and outcomes should not come as a surprise to anyone.

Saunders (2011) argues that some elements of the strategy may not be effectively carried out due to lack of awareness or a lack of resources or because of resistance by those expected to implement them. The problem is also compounded in part by the extent to which people have been involved in the formulation and selection of the strategy in the first place. These challenges point to a faulty communication mechanism which will in the final analysis affect the level of success in project implementation.

Another vitally important aspect of communication as espoused by Saunders (2010) is technology. Attention to the development of systems and procedures as an integral part of coordinating efforts to achieve key strategic purposes cannot be overstated. The integrating potential of computer systems provides opportunities for managing chains of project activities more effectively and coping with linkage problems. Modern business practices now include the use of e-commerce, e-procurement and the Electronic Data Interchange systems (EDI), among other techniques, which have brought about a drastic revolution in the manner in which communication is carried out (Lysons & Farrington, 2010).

Meredith & Mantel (2012) equally contend that everyone concerned with the project should be appropriately tied into the project reporting system, including the different levels of management, with appropriate depths of detail varying with the different levels. The frequency of reporting should be great enough to allow control to be exerted during or before the period in which the task is scheduled for completion. Contract review should be timely in order to provide the following vital benefits to stakeholders: mutual understanding of the goals of the project; awareness of the progress of parallel activities; understanding of the relationships of individual tasks to one another and to the overall project; early warning signals of potential problems and delays in the project; and higher visibility to top management, among other benefits.

Similarly Reiss (2010) positions communication as being at the core of effective project implementation. He argues that the project plan should be agreed with the senior managers within the organization and explaining why activities develop in the way they do. Some changes may be suggested. He further states that reports should be disseminated and communicated to all interested parties/stakeholders in a customized manner to their individual needs and preferences and give sufficient details, not too little, not too much information.

2.3.5 Project Implementation

According to Brown and Hyer (2010), effective project implementation or simply put, project success can be measured on the basis of time, cost and quality (performance), commonly known as the triple constraint. These three factors represent the Key Performance Indicators (KPIs). To establish whether a project has been effectively implemented, or better still, if the project has been successful, one has to go back to the initial project goals of time, cost and quality (performance) and be able to measure the extent of their individual achievement.

According to Frese (2010), a successful project must be on time, on budget and deliver quality (features and functions). Anything less will be either a failed project or a challenged project. Thus the envisaged initial project cost, time and project quality (performance) are the three fundamental cornerstones for measuring the effectiveness of any public project. Lysons and Farrington (2010) espouse the view that implementation is about converting a strategic plan into action and doing what needs to be done to achieve the targeted strategic goals and objectives. In most cases, if not all, projects form the heart of those strategies and as such a successfully implemented project would determine the success of any given strategy for creating a competitive edge.

The global orientation and increased performance-based competition, combined with rapidly changing technology and economic conditions, all contribute to market place uncertainty. This uncertainty requires greater flexibility on the part of the individual companies and distribution channels, which in turn, demands for more flexibility in channel relationships. For this to be achieved, a firm must have a fit between SCM competencies, implementation of strategy and SCM capability with its suppliers and distributors. This will enhance competitive advantage of the business and improve corporate performance (Awino, 2011).

2.4 Empirical Literature Review

2.4.1 Procurement Planning

A study by Eyaa and Ntayi (2010) on procurement practices and supply chain performance of SME's in Kampala was done. The study concluded that the purchasing risk taking was a significant predictor of supply chain performance while purchasing knowledge and skills and strategic purchasing were not. At the international level, governments are often involved in trading activities and procure goods and services such as defense equipment, provide or receive aid, and operate diplomatic posts in other nations and the conduct of these activities results in financial risk exposures, and accountability problems.

Abdi (2012) studied procurement practices in Kenya's Public Corporations and found that employees understand what each supposed to do, there is also segregation of duties thus there are incidences of collusion among them. Okwiri (2012) studied of the roles of ethics in Supply Chain Management of oil Corporations and found that employees should be ethical responsible to enhance the performance of procurement in institutions. Planning generally enhances the gathering, evaluating and interpreting of essential data and information in order to produce knowledge relevant to good policy making. In many African countries, planning has not arrived at the level of achieving the aims described because of problems related to human and technical capacities and financial resources (Basheka, 2013).

Lamming and Hampson (2010) argue that, the purchasing function is beginning to play an important role in the future strategy of businesses and will need to have policy in place that can cope with a range of issues, many of which closely affect the environment.

According to Kirungu (2011) on his study of factors influencing the implementation of the Donor Funded Projects; a case study of Financial and Legal Sector Technical Assistance Project (FLSTAP) under the Ministry of Finance has failed to achieve its goals within stipulated project timelines due to the challenges attributable to constrained both World Bank (WB) and Government of Kenya (GOK) procurement systems. The project aims to achieve a sound financial system and strengthen the legal framework and judicial capacity that would ensure broad access to financial related legal services. The achievement of this objective has been aided through procurement of goods & services, consultancy and training.

According to World Bank Report (2011), the current average project funds absorption rate was less than 10% per annum. This scenario has been blamed on an inefficient and bureaucratic procurement system. The policies and guidelines governing the implementation of Donor Funded Projects are said to be too lengthy and subject to several steps of review by both the donor and the borrower. This applies especially in the guidelines governing the selection and employment of Consultants by World Bank Borrowers.

2.4.2 Supplies Selection

Kipchilat (2006) evaluated the impact of the public procurement regulations on procurement in Kenya Universities. The findings indicate that the Public Universities need to comply with Public Procurement Regulations in their Procurement Entities. Therefore, managing the risks associated with the complex competitive environment give rise to accountability problems as the roles and responsibilities of the participants in the process are not clear.

Onyinkwa (2013) on her study on factors influencing compliance to procurement regulations in public secondary schools acknowledged the importance of ethics, awareness and training in compliance to procurement procedures and regulations however; a lot needs to be done to improve ethical conduct, knowledge of employees on procurement regulations and training because failure to comply with the regulations failure of which can lead to major losses for the government funds.

2.4.3 Contract monitoring and control

Edgar and Niegel (2011) in their research titled public procurement reform in developing countries: the Ugandan experience, procurement in Uganda consists 70% of the national budget and yet according to the inspector general of government 90% of complaints about corruption in the office are procurement related due to unethical practices resulting from lack of proper Procurement Legislation. Organizations should be able to improve their performances by changing their ways of doing things by putting in place the right policies

governing the procurement function and also by focusing on key drivers of performance to make them competitive in the market.

The impact of transparency and accountability on service delivery has always been the underlying motif in the literature of service delivery (McLoughlin, C. & Batley, R., 2012; Joshi, 2012). However, Schooner and Whiteman, (2012) assert that the contribution of procurement policy in facilitating an efficient and effective service delivery in public sector organizations is generally undisputed in both developed and developing countries. Its contribution can be at both central and local government levels of public sector management (Rogers *et al.*, 2010). Arrowsmith (2013), Knight *et al.*, (2011) and Bolton (2010) portray public procurement as a tool, mechanism, instrument, or lever for promoting what they label as “policies” such as industrial and economic development and assistance to historically disadvantaged groups.

Kirungu (2011) on his study of factors influencing the implementation of the Donor Funded Projects on Procurement Systems of the Financial and Legal Sector Technical Assistance Project Under the Ministry of Finance established that 11% of the respondents believed that the policies have a great effect on the implementation of the donor funded projects, 20% great effect while another 22% reported moderate effect. She concludes that the major implementation obstacles for donor funded projects implementation is procurement policies and donor guidelines due to bureaucracy which results in low disbursement of donor funds. The fact that both donor and GoK procurement policies and guidelines are applied concurrently only serves to compound an already worse implementation situation. Rutere (2010) also seems to blame the procurement system as the main cause of stalled CDF Projects in North Imenti Constituency. On his part, Wambugu (2013) observes that implementation of CDF Projects in Dagoretti Constituency was greatly hampered by political interference.

2.4.4 Contract review

Ambayo (2012) in his study of Supply Chain vulnerability and Customer satisfaction indicated that dissatisfaction among stakeholders brought about by loopholes left by the Regulations which may be used by dishonest people to make the process inefficient. It was also found that lack of procurement planning, corruption and conflict of interest and political interference has led to procurement of poor quality products in the State-owned Corporations in Kenya.

Malala (2011) on his study of effects of procurement on performance of Constituency Development Fund (CDF) Projects in Kenya argues that the Government can only ignore the management of CDF Projects at its own peril. Not putting proper procurement processes for sourcing of CDF funded projects supplies and poor participation of local suppliers in available supply opportunities at constituency level means more than just delaying development processes but also has catastrophic impact on attainment of the Kenya Vision 2030. The ultimate effect of failed CDF Projects would therefore remain poor roads infrastructure, poor education, water and health care facilities and above all persistent high poverty levels for majority of the Kenyan populace, not mentioning the colossal tax payers' money put to waste as a result of failed public projects.

Indeed, Omanga (2010) observed that 21% of CDF Projects in Lari Constituency were either stalled or abandoned altogether. According to Mutunga (2010), public funds go to waste since CDF Projects stall. In a recent social accountability audit carried out by National Taxpayers Association (NTA) (2011) between January 2010 and January 2011, it was established that out of the funds investigated in 28 constituencies and 5 Local Authorities, over Ksh.444, 002,327/- million taxpayers' money was found to have been badly used or unaccounted for. For example, in Kanduyi Constituency of Bungoma County alone, Ksh.30, 588,859/- was wasted due to badly implemented projects.

According to the NTA Report (2011), of the total CDF funds allocated, 25% of monitored projects in the Financial Year 2007/08 were on ineffective projects. On the other hand, a significant number of respondents in Kikuyu Constituency argued that they were not involved in the projects set up, thereby pointing to a lack of effective communication to key stakeholders' which in turn affects their participation in the entire CDF Projects implementation process and ownership (Malala, 2011).

2.4.5 Project Implementation

The procurement system in Kenya varies in major ways due to the fact that most projects are Government funded but others are Donor Funded Institutions like the World Bank, International Monetary Fund and the European Union and thus there is no consistency in the procurement system thus creating loopholes for unethical staff to embezzle money through means like defining specification to fit single contractors, substituting specified goods with inferior goods selective release of information to favor contractors, charge for skills below those specified which is causing poor quality being procured (Okwiri, 2012). Abdi (2012) did a study on Procurement Practices in Kenya's Corporations and established that there exist a number of procurement practices with a lot of associated risks that let to financial losses resulting from

procurement processes. The study concluded that the Corporations should come up with procurement risk mechanisms so as to protect the Organizations from losses related to procurement irregularities.

According to Onyinkwa (2013) on her study on factors influencing compliance to procurement regulations in public secondary schools acknowledged the importance of ethics, awareness and training in compliance to procurement procedures and regulations however; a lot needs to be done to improve ethical conduct, knowledge of employees on procurement regulations and training because failure to comply with the regulations failure of which can lead to major losses for the government funds.

2.5 Critique of Literature Review

Whereas the Public Procurement and Disposal Act (2005) provides quite an elaborate procedure to be followed in applying open national and international tendering, it does not lay out a clear guideline to follow in a situation where only one bidder submits a tender after advertisement. The critical question to pose is what options are available for the procuring entity to proceed with the procurement process without having to re-advertise the tender being aware of the time and cost constraints. As the situation stands now, the procuring entity would have to retender on grounds of non-responsiveness and this at the expense of the objectives of time and cost.

Secondly, the requirement for tender committee approval for the use of the restricted tendering and Request for Quotations methods coupled with the list of proposed firms as alternative procurement procedures is a double approval process that results in further wastage of time making the procurement and tendering process unnecessarily longer with very little value addition if any. It is a double approval process because the same tender committee that would approve the list of firms for restricted tendering or Request for Quotations would have already approved the list of pre-qualified firms under regulations 8 and 10 of the Regulations (2006) from which the proposed firms are drawn.

Whereas the researcher takes cognizance of the efforts by previous researchers on the complex problem of poor implementation of public projects in Kenya, it should nevertheless be pointed out that the researches fell short of providing a holistic approach to addressing the problem. For instance, Kirungu (2011) only focuses on the general Procurement system as the sole factor affecting implementation of the Financial & Legal Sector Technical Assistance Project (FLSTAP) under the Ministry of Finance. The study did not dissect and breakdown the individual elements of the procurement system to provide a more clear understanding of their individual contribution to poor project implementation or otherwise of the project.

Secondly, the study confines itself only to donor funded projects implementation whereas the problem could be replicated across the board within the entire public sector affecting even the wholly GOK- funded projects.

Again whilst Malala (2011) and Rutere (2009) studies are laudable, they are only limited to the general effect of procurement on the performance of CDF Projects. The studies do not, however, seek to break down the particular elements of procurement that underpin effective projects implementation. Such a clear dissection would allow for a critical analysis of the contribution of these procurement practices to projects implementation. Only choosing to focus on procurement from a general perspective is tantamount to taking a very narrow view to studying the problem at hand and may elicit inadequate response in addressing the challenges of public projects implementation in Kenya.

2.6 Summary

In summary, there seems to exist a congruence of ideas on the whole phenomenon of public projects implementation in Kenya. As pointed out by Chandra (2010), Oladipo (2012), Gurung *et al.*, (2012), among other scholars on the subject under study, the key factors that influence public projects implementation are planning, monitoring & control, supplier selection and communication. The Kenya Government public procurement legal framework speaks quite categorically to all these four factors. However, it may be noted that there could be other procurement practices other than these that also impact on project implementation. This provides a room for further research in this area to provide a comprehensive body of knowledge that can profoundly benefit public policy makers and academicians.

This chapter has focused on the four key procurement practices aforesaid and has demonstrated that the challenges of public project implementation are not only unique to Kenya but they are a universal phenomenon throughout the world. There have been reported cases of cost over-runs in India, Chandra (2010), poor planning and monitoring besides inadequacies in finance in the Nigerian situation, Oladipo (2010). The same situation is confirmed in Kenya (KENAO, 2010).

All these factors have combined to undermine successful project implementation thereby culminating to loss of colossal amounts of public resources and ultimately denying the public the intended benefits that would have been derived from the project had it been successfully implemented. The end result has been perpetually low

levels of socio-economic development and poor living conditions for the greater majority of the world's populace.

2.7 Research Gaps

There are apparently significant gaps in the academic area of public projects implementation in Kenya leading to unwarranted loss and wastage of the scarce public resources. No conclusive study has been carried out to quantify the extent of public projects failure and the resultant wastage of resources. A previous study by Moraa(2011) appears only to focus on roads projects at the Ministry of Roads, yet the problem may be more widespread across the board within the entire public sector.

Moreover, not a lot has been researched in this area from a procurement standpoint, yet procurement has over the last one decade increasingly gained prominence within the public sector being at the core of the projects implementation process in Kenya. What has been lacking is providing the linkage between the public procurement system and the project implementation goals. As a result, procurement has in the past been relegated by researchers and project implementers to the periphery of public projects implementation process. Hence the high rate of public projects failure. Experience has demonstrated that it is only at the end of the process when the project fails that project implementers realize that they should have engaged with the procurement system, with a view to strengthening it, first and foremost, before embarking on the project itself.

Even though some researchers including Kirungu (2011), Malala (2011), Mutunga (2010) and Rutere (2010) have attempted to bring to the fore the relevance of procurement in public projects implementation, their effort has generally been rather too general and as such wanting in detail thereby failing to address the specific aspects of procurement that affect project implementation. The researcher intends to bridge these glaring research gaps.

This study is an effort to plug this gap and to provoke more critical thinking and research in the area of public projects implementation. What are mostly available are audit reports on failed projects compiled by the office of the Auditor General. These reports mainly concentrate on pinpointing individuals liable for failure and the probable risks to the concerned organizations, but are generally short on details on what the exact causes of project failure are and on what exactly needs to be done to correct the situation and reverse the trend in Kenya. The study also seeks to generate interest among public policy makers to come up with a manual or revise existing policies on public projects implementation for all public officers, and more so those charged with the responsibility of implementing public projects to enhance successful implementation.

III. Research Methodology

3.1 Introduction

This chapter set out the research methodology that employed to the study objectives stated in chapter one of this study. It also sets out the research settings, the population of interest, the sample, data collection instruments and data analysis techniques used.

3.2 Research Design

A research design refers to the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2010). The study used a descriptive research design. The design attempts to describe systematically a situation, problem, phenomenon, service or program or provide information about say living conditions of a community or describes attitudes towards an issue. The major purpose of this design was a description of the state of affair as it exists at present. The design is to generate answers to the problem under the study. The result of the research design was used as blue print for collection, measurement, and analysis of the data (Kothari, 2010).

Research design is a process aimed at answering the research question and solved the research problem (Ngechu, 2010). Alternatively research design viewed as nature and outlook of the type of research applied. The study used descriptive research design. Descriptive research is used to obtain information concerning the relationship between the independent and the dependent variables, it also describes the current status of the phenomena, and it describes "what exists" with respect to variables or conditions in a situation. Descriptive research aims to gather data without any manipulation of the research context and it is non-intrusive and deals with naturally occurring phenomena, where the researcher has got no control over the variables (Mugenda&Mugenda, 2010).

3.3 Target Population

A target population is the specific population about which information is gathered. According to Kothari (2004), a population is a well-defined set of people, services, elements, and events, group of things or households that are being investigated. The target population was composed of all employees in KenGen

engaged in implementation of public projects. The respondents were drawn from employees of the Kenya Electricity Generating company which according to the Human Resource Department of the Company has 2500 employees. Mugenda and Mugenda (2010) explain that the target population should have some observable characteristics, to which the researcher intends to generate the results of the study. This definition assumes that the population is not homogeneous.

Table 3.1: Target Population

Cadres of Staff	Population Percentage	
Top Level Management	200	8.00
Middle Level Management	800	32.00
Low Level Management	1500	60.00
Totals	2500	100.00

3.4 Sample Size and Sampling Technique

The sampling plan describes the sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample is selected (Kothari, 2010). From the above target population of 2500, proportional allocation method was used to calculate the sample size from each stratum using stratified random sampling which gives each item in the population an equal probability chance of being selected. Stratified random sampling method was used in a situation where the population being studied is heterogeneous and thus can be subdivided into groups or strata to obtain a representative sample. According to Kothari (2010), a representative sample is one which is at least 10% of the population, thus the choice of 10% of the 2500 which is equal to 250 is considered as representative.

The selection will be as follows:

Table 3.2: Sample Size.

Cadres of staff	Population (frequency)	Proportional Allocations	Sample
Top Level Management	200	$250 \times 200 / 2500$	20
Middle Level Management	800	$250 \times 800 / 2500$	80
Low Level Management	1500	$250 \times 1500 / 2500$	150
Totals	2500		250

3.5 Data Collection Tools

The study employed both primary and secondary data. Primary data was gathered through questionnaires, whereas secondary data was obtained through reports obtained from the company and other Government reports. This was supplemented by the primary data received from questionnaires.

The study used questionnaires containing both structured and unstructured questions. Each item in the questionnaire was developed to address a specific objective or research question of the study. Structured questions were closed-ended questions with a predetermined set of responses from which the respondent chose his or her response. This type of questions made easy for the researcher to analyze the data and also save on time and cost of the study. Conversely, the study also used unstructured questions.

These were open-ended questions which allowed the respondent to use his/her own words in answering the questions. The respondents were permitted to provide in-depth information to the greatest extent possible based on their knowledge about the issue being asked about (Mugenda & Mugenda, 2010).

The questionnaires were self-administered whereby respondents were asked to complete the questionnaires themselves. The questionnaires designed in this study comprised of two sections. The first part covered the demographic and operational characteristics designed to determine fundamental issues including the characteristics of the respondent. The second part focused on the factors influencing effective implementation of public projects in Kenya where the variables of the study were put into perspective.

3.6 Data Collection Procedure

These procedures provide guidelines for the collection, processing, analysis, and reporting. They are intended to improve the usefulness, timeliness, accuracy, and comparability of data that inform key policy decisions, and, describe processes that will result in high data. The study involves data management ascertaining whether data is available in the organisation through the examination of available documents and reports.

First the researcher got a letter from the University clearly indicating the authenticity and the purpose of carrying out the study. The study provided clear and detailed instructions for example the items under study, well designed questions that addresses the issues under study. It is also noted that the study used questionnaires and interview guides to collect data.

The study also provided respondents the option of using computers to submit their data for example e-mailing of questionnaires and making of clarifications through phone calls as contacts was availed. In case of company sensitive issues, reports was handled with a lot of confidentiality and respondents to be given chance to make suggestions as the report was used for academic purposes only and any missing data was recorded.

To minimize costs, the study involved the use telephone and e-mails where applicable and respondents were notified accordingly. Questionnaires will be serialized so that incase of any discrepancy, there will be reconciliation with the help of a checklist. The questionnaires will then be collected after of one week by the researcher.

3.7 Pilot Testing

Pilot testing is the finding out if a study or survey of key informant interview guide, questionnaires or observation form will work in the “real world” by trying it out first on a few people. The purpose is to make sure that everyone in the sample not only understands the questions, but understands them in the same way. It also assesses if any questions make respondents feel uncomfortable thus necessary remedy made and find out how long the study took and minimize the number of errors. After the satisfaction on the final study to be, the test should be done immediately on the all levels of management in the organization so that their views and reactions were combined.

A pilot test was undertaken to increase the instrument validity. The data from the pilot test was analyzed using Cronbach's alpha to determine the internal consistency or average correlation of items in a survey instrument to gauge its reliability, considering a threshold alpha figure of 0.7 to demonstrate that the questionnaire is reliable. The smaller this variability (or stronger the correlation), the greater the internal consistency reliability of this survey instrument. During the pilot testing process, the respondents were allowed to talk through their thinking process while trying to answer each question. After pilot testing the instrument on a number of people, the study involved some debriefing to ascertain if there are some inconsistencies that might necessitate some changes in the instruments for the final draft.

3.7.1 Validity

This is the extent to which a measure, indicator or method of data collection possesses the quality of being sound or true as far as can be judged in the social sciences generally, the relationship between indicators and measures and the underlying concepts they are taken to measure is often contested (Kothari, 2010). Mugenda and Mugenda (2010), defines validity as the accuracy and meaningfulness of inferences which are based on the results. In effect, the validity of information is its relevance and appropriateness to the research question and the directness and strength of its association with the concepts under scrutiny. Often one has to use best available information whose validity may be weak and the researcher was able to test the validity by looking at the results that were found whether it reflects the true picture of the subject under study or whether there are some deviations. This was done by the University Lecturers.

3.7.2 Reliability

This is the extent to which one can rely on a source of data and therefore the data itself. Reliable data is dependable, trustworthy, unflinching, sure, authentic, genuine, reputable. Consistency is the main measure of reliability. So, in literary accounts, the reputation of the source is critical (Kothari, 2010). Reliability of an instrument is the measure of degree to which the research instrument yields consistent results or data after repeated trials (Mugenda&Mugenda, 2010). Indicators of reliability included proximity to events, whether the writer was a participant or observer likely impartiality, and whether, as the police say, the record was really contemporaneous or an eventide reflection on the day's events. With the aid of Cronbach's α (alpha) 0.7, where the correlation of the number of items in a test, the average covariance between item-pairs and the variance of the total score was tested.

3.8 Data Analysis and Presentation

The data was organized and cleaned of errors made during data collection. It was coded and keyed into the computer and analyzed using descriptive statistics with the aid of the Statistical Package of Social Sciences (SPSS), Microsoft Excel and Microsoft Access Computer Software. Descriptive statistics technique was used to describe or summarize the data in a way that enabled a researcher to meaningfully describe a distribution of measurements or values using a few indices or statistics. Frequency distributions and percentages were generated from the data collected. A frequency distribution table shows the distribution of scores in a sample for a specific variable. It thus gives a record of the number of times a score or a response occurs (Mugenda&Mugenda, 2010).

For each variable, the researchers tabulated the findings and calculate the frequencies and percentages, then made interpretations from the research findings. The information was then presented in form of frequency tables and percentages. The researcher also used inferential statistics which is a technique which permits the use of inferences about the population based on results obtained from samples. This is necessary since the study was conducted on the basis of a sample. This technique is basically concerned with determining how likely it is for the results that was obtained from the sample to be similar to results from the entire population of the study.

To establish the procurement practices influencing effective project implementation in KenGen, there is need to look at the level of response by the respondents on how the practices affect projects. It is justified by looking at their relationships between the variables and analyzing the level of procurement practices and effective project implementation with the use of multivariate regression analysis was done on the data collected.

The model will take the following structure;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y = Effective Project Implementation

β_0 = Constant

X_1 = Procurement Planning

X_2 = Supplier Selection

X_3 = Contract Monitoring and Control

X_4 = Contract Review

B_n = coefficient of determination while,

ε = error term.

To determine the effects of procurement practices on project implementation, data analysis looked at the level trends and patterns of the mean, variance and the standard deviations of the different variables from the questionnaires. Interviews were also carried out. This confirmed the challenges before and after the putting in place the procurement legislations.

Tables were used to present responses and to facilitate comparison. Kothari (2010) argues that the use of percentage is important for two reasons; first they simplify data by reducing all the numbers to range between 0 and 100. Secondly, they translate the data into standard form with a base of 100 for relative comparisons. This served to generate quantitative reports through tabulations and percentages.

IV. Data Analysis, Results And Discussion

4.1 Introduction

This chapter presents the analysis, findings and discussion. The findings are presented in percentages and frequency distributions, mean and standard deviations

4.2 General information

The general information considered in the study was respondents highest level of education attained, length of service in Kenya Electricity Generating Company.

4.2.1 Level of education

This section sought to establish the level of academic qualifications that the respondents have attained. The results are presented in figure 4.1 below.

Table 4.1 Level of education

Indicators	Frequency	Percentage	Cumulative Percent
Certificate	9	23.1	23.1
Diploma	10	25.6	48.7
Degree	5	12.8	61.5
Post graduate	10	25.6	87.2
Others	5	12.8	100.0
Total	39	100.0	

The findings above show that majority of the respondents 25.6% had attained postgraduate and diploma level, 23.1% had attained certificate and 12.8% had attained degree and others. From the results, 87.2 % respondents were deemed to be competent enough to answer to the researcher's questions.

4.2.2 Length of Continuous Service

This is the duration of continuous service that the respondents had worked at the Kenya Electricity Generating Company. The result is represented in table 4.2 below.

Table 4.2 Length of Continuous Service

Indicators	Frequency	Percent	Cumulative Percent
Below 5 years	6	15.4	15.4
Between 5 and 10 years	12	30.8	46.2
Between 11 and above	21	53.8	100.0
Total	39	100.0	

The Table 4.2 above indicates that majority of the respondents (53.8%) had been working in the Kenya Electricity Generating Company for a period between 11 and above, 30.8 % had been in the Kenya Electricity Generating Company between 5 and 10 years and 15.4% had been in the Company for less than 5 year.

4.2.3 Procurement Planning

This section of the questionnaire sought to get from the respondents on the effect of Procurement Planning on effective implementation of Projects in Kenya Electricity Generating Company. The range was ‘not at all’ (1) to ‘strongly agree’ (5). The scores of disagreeing have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale; ($0 \leq S.D < 2.4$). The scores of ‘Neutral’ have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: ($2.5 \leq M.E < 3.4$) and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; ($3.5 \leq S.A. < 5.0$). A standard deviation of > 0.9 implies a significant difference on the impact of the variable among respondents.

Table 4.3 Procurement Planning

Indicators	Mean	Std. Deviation
Improves performance	4.231	.777
Reduces costs	4.205	.801
Resources are utilized	3.897	.754
Reduces Conflict of interest	3.818	.656
Meeting performance indicators	3.872	.767
Meeting organizations objectives	3.821	.796
Uniform procurement systems	3.746	.880
Increases number of projects completed on time	3.744	.966
Increases number of orders	3.667	.898
Reduces number of complaints	3.615	.935

From the result above, it shows that procurement planning improves performance by a mean of 4.231, costs reduction with a mean of 4.205 and resources utilization with a mean of 3.897. On other hand the respondent support on conflict of interest reduction and meeting performance indicators with a mean of 3.872 while the meeting organizations objectives by a mean of 3.821. Further respondent on uniform procurement systems and increase number of projects completed on time were supported by a mean of 3.744, increases number of orders by a mean of 3.6667 and finally reduction on number of complaints by a mean of 3.615.

4.2.4 Supplier Selection

This section of the questionnaire sought to get from the respondents on the effect of supplier selection on effective implementation of Projects in Kenya Electricity Generating Company.

Table 4.4 Supplier Selection

Indicators	Mean	Std. Deviation
Reduces costs	4.103	.718
Reduces Conflict of interest	4.077	.839
Improves performance	4.077	.774
Meeting organizations objectives	3.923	.739
Meeting performance indicators	3.872	.615
Uniform procurement systems	3.718	.857
Resources are utilized	3.692	.950
Increases number of projects completed on time	3.564	.754
Increases number of orders	3.513	.885
Reduces number of complaints	3.488	.942

From the table 4.3 above, reduction of costs in supplier selection is highly supported by a mean score of 4.1026 while reduction in conflict of interest and improvement of performance is seconded by a mean of 4.0769. However, effective selection of suppliers was found to moderately reduce the number of complains with

a mean of 3.4872. Therefore, the supplier selection practice generally improves the operational efficiency of the firm through reduction of employee conflict of interest with the suppliers.

4.2.5 Contract monitoring and control

This section of the questionnaire sought to get from the respondents on the influence of contract monitoring and control on effective implementation of Projects undertaken by Kenya Electricity Generating Company.

Table 4.5 Contract monitoring and control

Indicators	Mean	Std. Deviation
Getting value for money	4.000	.917
Reduces Corruption	4.000	.858
Reviews Key performance Indicators	3.872	.767
Repeat orders	3.872	.833
Improves relationships	3.821	.823
Increased number of white elephant projects	3.795	.767
Improves quality	3.795	.800
Ascertaining set targets and actual results	3.692	.922
Reduces risks	3.615	.846
Increases customer loyalty	3.436	.821

The findings as exhibited by Table 4.3 strongly acknowledged that the organizations monitoring and control practice enhances the firm value for money and reduces instances of corruption in the firm. 4.000. The review of key performance indicators and repeat orders were seconded by a mean of 3.872 while improvement in relationships by a mean of 3.821. The findings also shows that increased number of white elephant projects and improvement in quality by a mean of 3.7949 and the least influence that contract monitoring and control. Ascertaining set targets and actual results by a mean score of 3.692, Reduce risks by a mean of 3.615 and mean of 3.436 on increase in customer loyalty.

4.2.6 Contract Review

This section of the questionnaire sought to get from the respondents on the effect of Contract review on effective implementation of Projects

Table 4.6 Contract Review

Indicators	Mean	Std. Deviation
Improves quality	4.154	.812
Getting value for money	4.128	.864
Improves relationships	3.949	.759
Reduces Corruption	3.846	.812
Repeat orders	3.846	.812
Increased number of white elephant projects	3.821	.790
Ascertaining set targets and actual results	3.717	.887
Increases customer loyalty	3.667	1.035
Reviews Key performance Indicators	3.641	.668
Reduces risks	3.615	.747

The findings from Table 4.4 shows that contract review is supported highly on improving quality of project implementation in the company by a mean score of 4.154, getting value for money with a mean score of 4.128 and improvement on relationships among the different players in the project implementation in the firm with a mean of 3.949. However, to a moderate extent, contract review was found to reduce risk in the implementation of the projects and also the review of key performance indicators to the firm projects was registered.

4.3 Project Implementation

This section of the questionnaire sought to get from the respondents on the Project implementation process at Ken Gen and the results are presented below.

Table 4.7 Project Implementation

Indicators	Mean	Std. Deviation
Competitive advantage of the company is enhanced	3.744	.849
Organization gets value for money on projects implemented	3.641	1.088
Reduced number of complaints are received from customers	3.615	.847

Corporate Social Responsibility are part of the projects	3.539	.854
Key stakeholders are involved during project implementation	3.539	.756
Environmental factors are considered	3.539	.962
KenGen considers green procurement in project implementation	3.487	.757
Quality projects are achieved at the long run	3.487	.855
Organization has clear policies on projects	3.462	.854
Projects are completed on time	3.434	.912

The findings indicate that most respondents acknowledge that the firms level of competitive advantage of the company has improved as a result of project implementation with a mean of 3.744, Kengen getting value for money on projects implemented by a mean of 3.641 and mean score of 3.615 on reduction number of complaints received from customers. The study further revealed that corporate social responsibility are part of the projects, stakeholders involved during project implementation and environmental factors consideration had mean score of 3.539. However, the Ken Gen Company considers to a moderate extent green procurement as project implementation and quality projects are achieved at the long run by a mean of 3.4872. The organization has clear policies on projects by a mean of 3.4615 and mean of 3.4359 on project completion on time.

4.4 Inferential Statistics

This section covers the correlation between the variables under consideration, the regression analysis relating the variables and the determination of the strength of the variables.

4.5 Correlation Coefficient

Table 4.8 below shows the Pearson correlation coefficient generated from the data. If efficient procurement practices increases an organizations project implementation in public institutions, one should expect a positive relationship between the measures of procurement practices and success of project implementation in the organization. The correlation matrix (as shown in Table 4.8) depicts that the success of project implementation is positively correlated with all the independent variables i.e procurement planning, supplier selection, monitoring and control, and contract review. The correlation matrix is negating the existence of multi-co linearity among the independent variables as all the correlations are below 0.90.

Table 4.8: Correlation Table

		Project Implementation	Procurement planning	Supplier Selection	Monitoring and Control	Contract Review
Project Implementation	Pearson Correlation	1	.597	.018**	.598*	.588**
	Sig. (2-tailed)		.001	.016	.014	.024
	N	95	95	95	95	95
Procurement Planning	Pearson Correlation	.597	1	.016	.005	.103
	Sig. (2-tailed)	.001		.898	.965	.406
	N	95	95	95	95	95
Supplier Selection	Pearson Correlation	.018**	.016	1	.746**	.021
	Sig. (2-tailed)	.016	.898		.000	.863
	N	95	95	95	95	95
Monitoring and Control	Pearson Correlation	.598*	.005	.746**	1	.052
	Sig. (2-tailed)	.014	.965	.000		.676
	N	95	95	95	95	95
Contract Review	Pearson Correlation	.588**	.103	.021	.052	1
	Sig. (2-tailed)	.024	.406	.863	.676	
	N	95	95	95	95	95
	Sig. (2-tailed)	.029	.897	.000	.000	.862
N	95	95	95	95	95	

From the finding in the table above, the study found that there was positive correlation coefficient between project implementation and procurement planning as shown by correlation factor of 0.597, this relationship was found to be statistically significant as the significant value was 0.001 which is less than 0.05, the study found weak positive correlation between project implementation and supplier selection as shown by correlation coefficient of 0.018, the significant value was 0.016 which is less than 0.05. Further, the study found

positive correlation between project implementation and monitoring and control as shown by correlation coefficient of 0.598 and had a significant value of 0.014 which is less than 0.05. The correlation between project implementation and contract review was positive as shown by correlation factor of 0.588, this relationship was found to be statistically significant as the significant value was 0.024 which is less than 0.05.

V. Summary of Findings, Conclusions and Recommendations

5.1 Introduction

This chapter summarizes the findings and analysis of chapter four on the procurement practices influencing project implementation in public institutions in Kenya. It sets out to discuss the summary of the findings, draw conclusions, and make recommendations.

5.2 Summary of the findings

5.2.1 Influence of procurement planning on effective project implementation in Ken Gen

The findings suggested that KenGen Company was clearly aware of the project implementation of the procurement practices that influences its project implementation. Although most of the procurement planning practices had been implemented for a long period, there were however particular procurement features of implementation that were difficult to be achieved by KenGen. The study established that procurement planning improves performance of the organization like KenGen. Lysons and Farrington (2010) argued that resource allocation as an aspect of planning in the process of the project implementation strategy formulation which clearly revealed that Ken Gen uses procurement planning which assist in the costs reduction and proper resources utilization

On other hand, the conflict of interest is an influence of planning in procurement sector which eventually requires solution in time. The study further revealed that uniform procurement systems were at a great extent which resulted to increase number of orders, number of completed projects on time and reduces number of complaints.

5.2.2 Influence of Supplier selection on effective project implementation in KenGen

The study found that supplier selection at KenGen reduces the costs expenditures on projects. For an organization to obtain reliability and quality from suppliers, it has to decide how much it is willing to pay for the supplies. The supplier selection also reduces conflict of interest between the suppliers and management of the organization. The study shows that supplier selection has influence on the improvement of performance in productivity and enables in meeting objectives which emphasize that selection of the best supplier is an essential strategic issue imperative for supply chain effectiveness and efficiency. The study also showed that well utilization of organization resources and improvement in projects implementations.

5.2.3 Influence of monitoring and evaluation on effective project implementation in KenGen.

The study established that the organization monitoring and evaluation affects project implementation in money valuation and reduction of corruption. The contribution of procurement policy in facilitating an efficient and effective service delivery in public sector organizations is important for the successful project implementation. The study further revealed that KenGen Company had key performance indicators which contributed to increase in number of white elephant projects and improve in quality of service. The study found out that monitoring and evaluation also reduce risks and increases in customer loyalty.

5.2.4 Influence of contract review on effective project implementation in KenGen

The study found that contract review influence the effective project implementation in KenGen Company. The study also indicated that the value for money influence the contract review which affect the project implementation. On other hand contract review improves the relationships between management while contract assist in the reduction of corruption.

Kenya government has ignored the management of CDF Projects by putting proper procurement processes for sourcing of CDF funded projects supplies and poor participation of local suppliers in available supply opportunities at constituency. The study found that ascertainment of set targets and actual results were affected and need to increase customer loyalty.

5.3 Conclusion

From the finding, the study concludes that Project implementation is affected by procurement planning, contract review and supplier selection. From the findings, it was established that KenGen had adopted some procurement practices in the project implementation which involve performance targets, planning and control systems, monitoring and evaluation that generates good result.

The study found out that KenGen Company is facing challenges in procurement practices which lead to not achieving its objectives. On other hand, the organization is faced by conflict of interest and corruption is an influence of planning, contract review and supplier selection in the implementation of the project. The study further revealed that valuation of money influence the contract review and on the project implementation the competitive advantage is highly effective in the market. The study concluded that the money valuation in the procurement practices mostly have influenced in the project implementation.

5.4 Recommendations

The study established that on procurement practices affect during the implementation of project, therefore they need to be checked in a more appropriate for a successful implementation of the project. The KenGenresources need to be more utilized to enables more development and less wastage in the company. The study also recommends the company stakeholders involved during project implementation and reduction of corruption is highly recommended in the organization.

The KenGen also need to handle on the issue of conflict of interest from the management and the outsiders when dealing with the supplier selection and project implementation section. However, the Ken Gen Company also need to advances more to the green procurement in project implementation and quality projects are achieved at the long run which is beneficial to the company.

5.4.2 Suggestions for Further Research

The results of this study can be further utilized to suggest several directions for future research. A field study can focus on investigating on procurement practices influencing project implementation in public institutions in kenya. Finally, more research on this area is needed because this study has investigated a subset of the variables found to be important determinants. Other variables that may provide in procurement practices influencing project implementation in public institutions in Kenya. Further research can examine these possibilities and the extent of their influence.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Dear respondent,

RE: DATA COLLECTION

Iam a student at Jomo Kenyatta University of Agriculture & Technology pursuing a master degree course in masters of Science in project Management. Iam carrying out a study on Procurement Practices influencing Project Management in Kenya and your organization has been selected to participate in this study. The attached questionnaire has been designed to help gather data from respondents. In respect to this you have been identified as one of the respondents.

Therefore, I kindly request you to facilitate the collection of the necessary data by answering the questions as precisely and factually as possible.

This information sought is purely for academic purposes and this I assure you of strict confidentiality of the information given.

Yours faithfully

PAMELA JEPCHUMBA CHEROP

REG NO. HD317-C004-1170/2014

APPENDIX II: QUESTIONNAIRE

Kindly fill this questionnaire so as to enable me achieve my research objectives. Answering the questions in totality will be highly appreciated. Please tick appropriately.

PART A:

1. Please indicate your highest level of education.

Certificate	Diploma	Degree	Post graduate	<input type="checkbox"/>
Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

2. For how long have you worked for this organization?

Below 5 years	between 5 and 10 years	between 11 and above
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART B:

a) Procurement Planning

Kindly indicate your extent of agreement with the following statement on the effect of Procurement Planning on effective implementation of Projects.

In the questionnaires the number 5 is strongly agree, 4 is agree number 3 not sure, 2 is disagree and 1 is strongly disagree.

a) Procurement Planning

No	Statement	Scales				
		1	2	3	4	5
1	Increases number of orders					
2	Reduces number of complaints					
3	Increases number of projects completed on time					
4	Uniform procurement systems					
5	Resources are utilized					
6	Reduces Conflict of interest					
7	Improves performance					
8	Reduces costs					
9	Meeting performance indicators					
10	Meeting organizations objectives					

b) Supplier Selection

Kindly indicate your extent of agreement with the following statement on the effect of Supplier Selection on effective implementation of Projects.

In the questionnaires the number 5 is strongly agree, 4 is agree number 3 not sure, 2 is disagree and 1 is strongly disagree.

No	Statement	Scales				
		1	2	3	4	5
1	Increases number of orders					
2	Reduces number of complaints					
3	Increased number of projects completed on time					
4	Increases reliability					
5	Utilization of resources					
6	Increases quality of goods and services					
7	Improves performance					
8	Reduces costs					
9	Reduces conflict of interest					
10	Reduces number of risks					

b) Contract monitoring and control

Kindly indicate your extent of agreement with the following statement on the influence of Contract monitoring and control on effective implementation of Projects.

In the questionnaires the number 5 is strongly agree, 4 is agree number 3 not sure, 2 is disagree and 1 is strongly disagree.

No	Statement	Scales				
		1	2	3	4	5
1	Increases organizations reputation					
2	Continuous improvement					
3	Increases level of transparency					
4	Reduces risks					
5	Promotes innovation in technology					
6	Improves transparency					
7	Improves quality					
8	Achieving value for money					
9	Reduces number of projects uncompleted					
10	Increases number of projects completed on time					

d) Contract Review

Kindly indicate your extent of agreement with the following statement on the effect of Contract review on effective implementation of Projects.

In the questionnaires the number 5 is strongly agree, 4 is agree number 3 not sure, 2 is disagree and 1 is strongly disagree.

NO	Statement	`Scales				
		1	2	3	4	5
1	Increases customer loyalty					
2	Ascertaining set targets and actual results					
3	Reduces risks					
4	Reviews Key performance Indicators					
5	Increased number of white elephant projects					
6	Improves relationships					
7	Getting value for money					
8	Reduces Corruption					
9	Improves quality					
10	Repeat orders					

e) Project Implementation

Kindly indicate your extent of agreement with the following statement on Project implementation in KenGen.

In the questionnaires the number 5 is strongly agree, 4 is agree number 3 not sure, 2 is disagree and 1 is strongly disagree.

No	Statement	`Scales				
		1	2	3	4	5
1	Organisation has clear policies on projects					
2	Corporate Social Responsibility are part of the projects					
3	KenGen considers green procurement in project implementation					
4	Key stakeholders are involved during project implementation					
5	Environmental factors are considered					
6	Quality projects are achieved at the long run					
7	Organisation gets value for money on projects implemented					
8	Projects are completed on time					
9	Reduced number of complaints are received from customers					
10	Competitive advantage of the company is enhanced					