THE RELATIONSHIP BETWEEN PROCUREMENT PLANNING PRACTICES ON SERVICE DELIVERY AMONG COUNTY GOVERNMENTS IN KENYA. A CASE OF KERICHO COUNTY GOVERNMENT

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A RESEARCH PROJECT REPORT SUBMITTED TO THE BOARD OF POSTGRADUATE STUDIES IN PARTIAL FULLFILLMENT OF THE REQUIREMENTS OF THE MASTER DEGREE IN PROCUREMENT, LOGISTICS AND SUPPLY CHAIN MANAGEMENT OF SCHOOL OF BUSINESS AND ECONOMICS, DEPARTMENT OF MANAGEMENT SCIENCE, KISII UNIVERSITY

NOVEMBER 2018
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DEDICATION

I dedicate this work to my family for the sacrifice they made for me to complete this research project. Their love, care, concern, support, encouragement and enthusiasm inspired me to achieve this goal.
ACKNOWLEDGEMENT

My sincere appreciation goes to God for good health and for bringing me this far. Special gratitude goes to my supervisors, Prof. Christopher Ngacho and Dr. Joshua Chesoli for the great support they availed. Their guidance, encouragement and patience in reading, correcting, re-reading and refining this work have propelled me achieve this goal. I would also like to acknowledge the contribution made by librarians and typist, their work has enabled me reach this far.
ABSTRACT

The study sought to examine the relationship between procurement planning practices and service delivery among counties in Kenya, a case of Kericho county Government. Procurement planning is the process used by companies or public institutions to plan purchasing activity for a specific period of time; Procurement planning is one of the primary functions of procurement. Service delivery on the other hand is a set of principles and policies used to guide the design and development of services delivered by a service provider with a view of offering a consistent service experience to a specific user, it is a system of periodical performance of supplying requesters needs both from the customer point of view and the provider point of view. Despite this importance, very limited scientific research has been done to examine the extent to which efforts in procurement planning can contribute to effective service delivery in county Governments in Kenya. The main objective therefore was to determine the effectiveness of the Procurement planning practices on service delivery. In doing so, the study focused on the effectiveness of need evaluation, cost estimation, Risk Management and Quality specification on service delivery. This study adopted a descriptive survey research design. A survey design seeks to obtain information that describes existing phenomena by asking individuals about their perception, attitude and values and describe things as they exist. All the employees in the procurement department at the Kericho county Government constituted the target population. Census study was employed when selecting the respondents. In this the 60 employees will be the respondents to the study. Primary data will be collected using a structured questionnaire which was confined the responses within a given set. The researcher sought expert judgment and approval from the supervisor to ensure the validity of the instrument. The SPSS was applied in measuring reliability coefficient. Further tests were realized through Cronbach Alpha whereby α=0.96 was obtained. The data was analyzed using inferential statistics and descriptive such as mean and mode with the help of statistical Package for the Social Sciences (SPSS) version 21.0. The responses on these metrics were measured on five-point Likert scale whereby: 5-strongly agree; 4-agree; 3-undecided; 2-disagree; 1-strongly disagree. The findings revealed positive relationship between proper need assessment, cost estimation, quality specification and service delivery. However, risk assessment was found to negatively correlate with service delivery. From the findings of the study, it was recommended that procurement planning has an influence on aspects of service delivery within an organization. The study therefore suggests the following aspect of procurement planning for further studies; a research on the relationship between procurement planning and service delivery of county governments other than Kericho.
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GDP: Growth Domestic Product

PPDA: Public Procurement and Disposal Act

MPI: Market Price Index
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In recent years, emerging economies have realized the significance of sound supervision of the public procurement planning practice at all the level of government both central and local and also its enhancement in the better governance of the public sector. Procurement is usually considered an administrative and reactive task but has since become one of the significant managerial capacities, and its functioning is growing progressively more essential for the efficient operation of any institute. Procurement is turning out to be relevant at the domestic level, in corresponding with devolution and the growing arrays of duties carried out by regional authorities in many states (Schiavo-Campo and Sundaram, 2010). (eugene, 2018)

Governments in most countries are the main providers of social needs such as health, education, infrastructure and other social amenities using public funds (Basheka, 2008; Ngwili and Were, 2014). Public procurement accounts for over 50% of Government budgets besides the cost of government wage bill and accounts for the largest share of government expenditure (Appiah, 2013). In most countries public sector procurement expenditure represents between 8 and 20% of national gross domestic product (GDP) (Payne, 2014). This shows the importance of procurement in the provision of goods, infrastructural works and services for a country. In Uganda, it is reported that 1.5% of GDP is lost yearly through corruption in public procurement (Estache and Iimi, 2008).
A large amount of money that goes into public procurement is the reason for which accountability, transparency and integrity must be ensured in the procurement process (Badaso, 2014; Hui et al., 2011). Public procurement has proven to be of immense importance among policy makers, managers, procurement professionals and in academia; in facilitating government operations (Osei-Owusu and Gyapong, 2013). This explains why public procurement requires much attention to ensure the efficient use of state resources.

Value for money is the ultimate goal of every procurement system. The use of state funds for procurement demands that the principles guiding procurement especially transparency and fairness (Organisation for Economic Coorporation and Development, 2012). World widely in drafting legislative framework for procurement, various jurisdictions have used the core objectives of governance for procurement, such as transparency, value for money and efficiency (Schapper and Malta, 2011). Efficiency in procurement has been emphasized for over two decades; nevertheless, it is still arguable how efficiency can be achieved in procurement using a fragile government procurement system (Estache and Iimi, 2008).

Planning in the procurement process is one activity that has been noted as a challenging area for most procurement entities especially in developing countries. The Country Procurement Assessment Report (CPAR) of Tanzania highlighted some weaknesses in the operationalization of the current regulations, among them was poor or the lack of procurement planning in most procurement entities (World Bank, 2003). Similarly, in Ghana, procurement planning was noted as being very weak across all entities (World Bank, 2004). In the mist of the challenges noted in procurement, Ghana needs a functional public procurement system that will alleviate their effects
such as lack of economic and social infrastructure, high indebtedness, poverty and corruption (Etse and Asenso-Boakye, 2014).

Procurement Planning is seen to be important, and even more so in large and complex, multiyear and/or multi-million dollar requirements, where people will change over time or requirements will evolve and where risk and scrutiny increases (Kovacs, 2004). Procurement Planning is supported and encouraged by project management experts and government departments because the procurement,resulting contract can lead to dissatisfaction and time consuming detours when it is not done; and its absence is usually the causal factor identified when auditing the entrails as to what went wrong in the procurement process experts and government departments (Agaba & Shipman, 2007).

According to Burt et al (2004) procurement planning is the purchasing function through which organization obtain products and services from external suppliers. A good procurement plan will go one step further by describing the process you will go through to appoint those suppliers contractually. Whether you are embarking on a project procurement or organizational procurement planning exercise, the steps will be the same. First, evaluate the need or the items you need to procure. Next, define the process for acquiring those items, carry out a proper cost estimation and forecasting for the products, quality specification and finally carry out proper risk management measures. Procurement is thus one part of the commissioning process. It refers to a specific method of purchasing services which involves tendering for a contract. Sometimes it is more appropriate for a public body to fund a service through the provision of a grant, but then it will have less control over the precise outcomes to be delivered (Lawino, 2009).
Public expenditure is a complex phenomenon of growing global importance (Evenett & Hoekman, 2005). Numerous empirical studies have charted the evolving level and composition of public expenditure, made international comparisons of the nature of public finances, and studied the impacts and outcomes associated with public expenditures (Tanzi & Schuknecht, 2000). Recent studies indicate that public expenditures account for around 45% of GDP among developed countries, albeit with considerable variation in the level and composition of expenditures (Albuquerque, 2012). For example, public expenditure in Australia amounted to an average of only 36.7% of GDP during the 1990s, only 8.6% of which was spent on social transfers, and 5.1% of which was attributable to education pending.

In Sweden, by contrast, public expenditure averaged 63.5% of GDP over the same period, with spending on social transfers and education accounting for 20.4% and 7.6% of GDP respectively (Midwinter & McGarvey, 2001).

Proper planning and implementation contributes immensely to even distribution and allocation of resources (Willy and Njeru, 2014). Good procurement planning helps to achieve the primary goals of the procurement function of an organisation (Interagency Procurement Working Group, 2006). On the other hand, poor procurement planning results in failure to align procurement with budgetary allocation (Agaba and Shipman, 2007). This makes room for malpractices such as procurement corruption to show up at other stages of the procurement process (Achua, 2011; Ampofo, 2013). Poor procurement planning leads to abuse of the process and also provides a breeding ground for corrupt practices in the procurement system (Agaba and Shipman, 2007).
Considering these challenges, county governments need an effective and efficient procurement system which is hinged on ensuring proper procurement planning.

One of the main factors limiting Africa's economic development is poor procurement planning, it’s been clear that many African countries have already given insufficient concentration to the appropriate administration of resources (Basheka, 2004). A competent government procurement structure is fundamental to the development of African economies and is a true reflection of their will to utilize public funds (Kabaj, 2003). The adoption of a new procurement structure will enhance precision and responsibility in measuring and lastly it boosts public trust in their procurement service.

Many African nations have adopted procedures over the years to collectively decentralize government functions in progress development and management, and this approach in 1980s was accepted (Livingstone & Charlton, 2001). In the 1990s, public procurement systems, had become conventional with public procurement standards and profitability, and were the norm among governments and benefactor shareholders (Agaba & Shipman, 2007).

In Kenya today, Procurement planning interest is growing among researchers, academics and policy makers (Kakwezi & Nyeko, 2008). Currently, planning and management are the only law regulating procurements control in the public segment. It triumphs over all government procurement policies and procedure at all stages. It established an innovative procurement framework for the provision of achieving different goals and encourages prudence and competence in the supply and clearance in the public sector. It is also a guarantor that procurement conducts are fair, transparent and non-discriminatory and promotes fair and equal...
procedures. Finally, enhancing accuracy and responsibility in concerned measures and, in conclusion, to raise public trust in procurement methods (PPOA, 200)

The General Procurement and Disposal Manual subsection 26 (3) of the Act and Regulations 20 and 21 create procurement planning mandatory. A plan must be integrated into the annual expenditure programs of the financial predictability improvement sector (PPOA, 2009). Procurement procedures are organized as elements of the yearly financial grounding procedures, as they are essential to notify the preparation of cash flows. The yearly procurement plan is a fundamental element of the financial plan process. It is therefore very useful to properly prepare multi-annual purchases and incorporate them into the medium-term fiscal frameworks.

Procurement planning is one of the primary functions of procurement with a potential to contribute to the success of local government operations and improved service delivery. Without adequate attention to planning government procurements, the respective procuring agencies will only be left with ad hoc procurement systems which cannot in most cases translate into value for money and will thus affect service delivery. Procurement planning can also help in consolidation of similar procurement requests from different requesters into bigger tenders allowing wider competition, time saving and considerable lower prices. (Basheka, 2009).

A study on procurement strategies adopted by oil companies in Kenya, (Kamuru Angela, 2014), concludes that corruption, lack of a strategic procurement plan and poor technologies were the main impediments towards attaining competitiveness among oil companies in Kenya. Procurement planning is a process whereby procurement practitioners sketch out in advance a plan as to what, which, when and how purchases are to be conducted in a given period. This plan
considers what is to be procured (goods, works or services), which method of procurement to be used based on regulated thresholds, and when and how the processing steps will be conducted.

Procurement planning drives different expected results which are different from business as usual such as; reduction in the number of overall contract awards, understanding and managing total cost of ownership, more purchasing options (lease vs. buy), data-driven decision making, improved risk mitigation prior to award, more identification of opportunities where suppliers can add value, improved relationships with suppliers which leads to improved service delivery (Procurement Policy Manual 2009). Procurement plans therefore saves time and money, serves as a conduit to achieving organization’s objectives, ensures compliance with regulatory policies and provides a framework to guide procurement officers in the achievement of their tasks and duties. Thus, procurement plan leads to efficient and effective provision of service delivery by proactively anticipating demand and formulating ways of meeting expectations of clients. In this regard, procurement planning or lack of it has a direct effect on service delivery offered.

According to Chepkoech, 2013 Service delivery is a deliberate obligatory decision by the elected or appointed officials to serve or deliver goods and services to the recipients. Service delivery framework is a set of principles, standards, policies and constraints used to guide the design, development, deployment, operation and retirement of services delivered by a service provider with a view to offering a consistent service experience to a specific user community in a specific business context. Service delivery framework is the context in which a service provider's capabilities are arranged into services.
Helmsing (2015) describe the service delivery as the provision of services as a prudent and mandatory arrangement of nominated representatives to distribute produce and services to beneficiaries.

Heskett (2009) delineate service delivery as a sense of attitude or disposition, relating to the internationalization of uniform values and service standards. Procurement planning is a major issue in the practice of procurement yet little emphasis is placed on planning in most government financed projects, hence lack of planning has characterised most procurement entities (World Bank, 2004). Procurement planning is very relevant for the attainment of procurement major goal of value for money, however much attention has not been given to it in most developing countries like Ghana (World Bank, 2004). In Tanzania, it is reported that procurement budgeting is given less attention and also there is no definite procurement planning for most government projects (World Bank, 2003). Similarly, in Ghana most entities do not do planning for most government funded projects as required by law (PPA E-Bulletin, 2012; PPA E-Bulletin, 2013; PPA E-Bulletin, 2014). For example, the Auditor General’s Office, estimates that 45 % of Ministries, Departments and Agencies (MDAs) do not have annual procurement plans (APP) in Ghana (World Bank, 2010).

Public procurement in county governments is considered one of the key areas where embezzlement of public funds in Kenya occurs (National Public Procurement Integrity Baseline Survey, 2009). Corruption is very detrimental to the efficient delivery of any government department. Corruption has been an endless failure in many less developed nations, particularly when it is organized into a national level. It affects decision-making and diverts the services of
the needy from society to those who can already afford it (Langseth, Kato, Kisubi & Pope, 2008).

In the survey conducted in 2015 by devolution department through research companies and supported by council of governor’s report in 2016 January, it was found out that the respondents who were involved in the survey gave their feedback for the counties in Kenya. This was in relation to assess the performance of their counties in the delivery of services at all levels in key devolved functions. This covered areas like provision of health services, development of roads, transport and public works, early childhood education, agriculture and environment. The findings showed that Machakos County was leading in performance overall with a total score of 61.5 per cent in the poll which surveyed 28,000 people. They were followed closely by Bungoma County which rated of 60.3 per cent and Vihiga came in third place. Among the 47 counties others that rated high included Bomet, Kwale, Elgeyo Marakwet, TaitaTaveta, Kisii, West Pokot, Kakamega, Kericho, Murang'a, Nandi, UasinGishu and Mombasa counties.

Procurement is one of the most important activities undertaken by the county Governments. Its successful completion ensures that all provisions are available thereby facilitating excellent service delivery. As a process, procurement has to be planned for it to be effective and efficient. The PPDA Regulations (2006) requires that individual user agency develops a multi-annual work plan for procurement based on established resources, which are presented to the purchase and distribution department then uses the proposed action plan to design, systematize, anticipate and program activities for that fiscal cycle. The levels of compliance, nevertheless, are faint in the
Kenyan public sector despite the fact that PPOA strives to institute rules to improve compliance (PPOA, 2007).

Several nations both the developed and under-developed have accordingly put in place procurement changes involving laws and regulations. Regulatory compliance, however, persists as the major hindrance to it remains inadequate De Boer & Telgen, (1998) contend that non-compliance predicament afflicts countries in the European Union as it does to third world countries. Gelderman et al., (2006) further supports the argument by confirming that acquiescence in government procurement is a key problem. Hui (2011) found out that procurement officials were accused of remissness and non-compliance with procurement policies and systems in Malaysia while investigating procurement problems. Citing Yukl (1989), he argues that acquiescence is achieved when goals make the desired need, but is indifferent to it preferably than intense and involves entirely on insignificant work. Nevertheless, as a management result, acquiescence has usually been regarded as conforming to a set of laws and enactment (Snell, 2004) cited in Lisa, (2010).

Kenya's procurement system has significantly improved. From a system that had no regulation in the 1960s to a practice that was governed by repository fliers in the 1970s, 1980s, and 1990s, to the legislation of the 2006 Procurement Regulation which introduced new measures for public procurement in Kenya (Kenyanya et al., 2011).
1.2 Statement of the Problem

Devolved units were ideally expected to bring excellent service delivery to the clients and citizens through Proper needs evaluation by carrying out an effective market analysis of goods and services, Proper cost estimations through appropriate valuation, effective specification of quality by involving the relevant users and effective Risk management through good compliance and regular budget reviews.

However, the effort by the governments of developing countries, like Kenya and development partners like the World Bank to improve performance of the procurement function, public procurement is still marred by shoddy works, poor quality goods and services (Basheka, 2004). Failure to implement or delayed implementation of recommended performance standards has resulted in unnecessarily high operation costs, uncoordinated business activities, and failure to attract and retain experienced and skilled personnel in the procurement positions, thus affecting the function’s performance (The World Bank Country Procurement Assessment Report, 2004).

Studies conducted on PPDR of 2006 found out significantly that government purchases were not functioning competently and that the public through improper dealings lost resource (Kipchilat, 2006). The PPDA Regulations (2006) requires that individual user agency develops a multi-annual work plan for procurement based on established resources, which are presented to the purchase and distribution department then uses the proposed action plan to design, systematize, anticipate and program activities for that fiscal cycle. The levels of acquiescence, nevertheless, are faint in the Kenyan public sector despite the fact that PPOA strives to institute rules to improve compliance (PPOA 2007).
According to Nyeko (2004), in most PEs procurement achievements are not in comparison with other entities like the human resource. He affirms that incompetent procurement execution might produce unreliable results that have fatal outcomes to a public procuring body. Rotich (2011) argues that the assessment or acquisition measurement of achievement have continuous obstacles for procurement specialists. While the information described above put more emphasis on procurement methods, public reformations and the impact of planning. They do not discuss procurement planning practices and service delivery in counties in Kenya. This study proposes to accomplish this as well as promote performance pointers that county governments in Kenya can institute to ensure sufficient and adequate service performance reform.

1.3 Research Objectives

1.3.1 General Objectives

The main objective of the study was to assess the relationship between procurement planning practices on service delivery among county governments in Kenya.

1.3.2 Specific Objectives

The specific objectives of the study were:

i. To determine the relationship between Proper Needs Evaluation on county’s service delivery

ii. To determine the relationship between Procurement Cost Estimation on county’s service delivery;
iii. To determine the relationship between Quality Specification of goods on county’s service delivery;

iv. To determine the relationship between risk management in procurement planning on county’s service delivery;

1.4 Research Hypotheses

The current study was guided by the following hypotheses;

H₀₁: There is no significant relationship between Proper needs Evaluation on County’s service delivery.

H₀₂: There is no significant relationship between Cost estimation on County’s service delivery.

H₀₃: There is no significant relationship between Quality specifications on County’s service delivery.

H₀₄: There is no significant relationship between risk management on county’s service delivery.

1.5 Significance of the Study

The findings of the study are of importance in informing the county governments in developing the necessary support mechanisms and an enabling environment that will yield the desired results of procurement planning and delivery of services. Secondly, citizens will get information regarding the performance of county government in terms of procurement activities. Finally, the study forms the basis for future researchers and academicians who may be interested in
conducting research on related area. It will add to the existing body of knowledge and provide a source of reference to further empirical studies.

1.6 Scope and Justification of the Study

The current study was undertaken in Kericho county government focusing on the last six years. Kericho County is one of the 47 devolved units following the promulgation of 2010 constitution. The county is situated on the Western, Kenya approximately 260km from Nairobi, the capital city of Kenya. Kericho county residents are mainly tea farmers and a number engage in Business activities. As such the residents of Kericho County are drawn from all over the country. Therefore, a study of Kericho County can be generalized on the other counties in Kenya. The six years was decided upon in order to match the six years that the county government system has been in place. Procurement planning is important because a competent county government procurement planning structure is fundamental to the development of economies and is a true reflection of its will to utilize public funds.

1.7 Limitations of the study

Due to the small sample available for the study, the results may not be generalizable beyond the specific population from which the sample was drawn. Further, the research focused on employees as the main participants yet service delivery can be appropriately assessed by Kericho County residents who experience the services given by the county Government.
1.8 Assumptions of the study

In undertaking this study, it was assumed that the respondents targeted were well spread in terms of departments to provide all the required information. In turn, therefore, the study could be generalized on other counties in Kenya. Further, it was assumed that the county government employees usually receive feedback from the residents which will help them in responding to the questions on service delivery.

1.9 Operational Definition of terms

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<tr>
<td>Procurement</td>
<td>The purchasing function through which County Governments obtain products and services from external suppliers.</td>
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<tr>
<td>Procurement Planning</td>
<td>The process used by county Governments to plan purchasing activity for a specific period of time i.e. a Financial Year.</td>
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<tr>
<td>Service delivery</td>
<td>A system or arrangement of periodical performance of supplying public needs.</td>
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CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Review of Literature

The study was being guided by two theories namely: the Institutional Theory and the Socio-Economic Theory.

2.1.1 Institutional Theory

Scott (2004), Institutions all over the world are a conglomeration of cultural-cognitive and regulative elements which in togetherness with their daily endeavors on the resources give the clear picture of life. Therefore, Scot contuse by asserting that there are three strong holds of institutions. He postulates that they are; normative, regulatory, and cultural cognitive. It is worth noting that the normative strong hold the signification of traditions, for instance, how things should be done, and further, the values which dictates the preference or the desired social (how things should be responsibility as the foundation of compliance).

(Brammer & Walker, 2007), the strong hold of the regulatory stresses how rules in the society should be used, how laws and to the extension, sanctions are the enforcement criterion, and the result is the compliance of the same. The normative strong hold is the cultural-cognitive oriented and thus, it is based shared understanding, for instance, sharing of the binding beliefs, and the shared common ground. The theory is thus regarded crucial to the execution of the sustainable procurement policy and practice in public serving organizations. The theory is one of the major
proponents of organizational deals culture and which also looks into the degree to which the already in existence condition in an organization supports sustainability and the change in general. In the other spheres, this component is not limited to the extent into which there is constant support for SP at very high levels of the organization and further, the point that institutional wholesome development and configuration sustain. The theory is important in the study since it addresses the need evaluation variable by outlining what the county government is obliged to do in line with procurement activities.

2.1.2 Socio-Economic Theory

This theory, developed by Sutinen & Kuperan, in 2009, postulates that the combination of economic theory with other theories from the social sciences, and to the extension, of socioeconomic theory, breeds an overall moral responsibility that therefore acts as determinants of individuals’ decisions on compliance. The psychological way of looking at things gives a provision on the priming’s of success or the failure of organizational amenableness. The submission of Wilmshurst & Frost (2010) in an addition of Sutinen & Kuperan, legitimacy theory, puts it that, institutions are predisposed to reveal their daily practices to the general populace, and consequently, categorically give an explanation for its occurrence inside organization margins, Lisa (2010). The assumption puts an emphasis on how relationships and interaction occur in the group and the society at large should be interacting, and also, furthers the continuous provision of the understanding of how the government procures, and to the extension, its procurement system, (Huiet, 2011). These theories enable us to understand the policies and
the planning of the sustainable Procurement practices in county governments. It thus influences on service delivery to the public.

2.1.3 Stakeholder Theory

In this theory, Freeman (1984) was seeking to explain the relationship between the company and its external environment and its behavior within this environment. The author set out his model as if a chart in which the company is positioned at the center and is involved with stakeholders connected with the company. In this model, the company-stakeholder relationships are dyadic and mutually independent (Frooman 1999). According Savage et al. (2004), the basic premises of Stakeholder theory are: the organization enters into relationships with many groups that influence or are influenced by the company, i.e. “stakeholders” in accordance with Freeman terminology; the theory focuses on the nature of these relationships in terms of processes an results for the company and for stakeholders, the interests of all legitimate stakeholder are of intrinsic value and it is assumed that there is no single prevailing set of interests. The theory focuses upon management decision making, explains how stakeholders try and influence organizational decision making processes so as to be consistent with their needs and priorities. In terms of organizations, these should attempt to understand and balance the interests of the various participants Friedman (2006) states that the organization itself should be thought of as grouping of stakeholder and the purpose of the organization should be to manage their interests, needs and viewpoint. There is a clear relationship between definitions of what stakeholders and identification of who are the stakeholders. The main groups of stakeholders are: Customers, employees, local communities, Suppliers and distributors (Friedman, 2006). This theory is fueled
by the realization that in contemporary business environment, it is not only the individual businesses that compete as sole autonomous entities, but also organizational 

Procurement processes compete in the environment as well (Drucker, 1998). This fact increases the complexity of identifying and defining the key stakeholders associated with the business processes. The stakeholder theory has been used as one of the primary theories to identify the key stakeholders in various organizational studies (Tate, Ellram & Brown, 2009).

This theory was relevant in this study since it highlights the need for managing the relationships formed with suppliers and how such relationships impact the performance of the firms under the study. This theory informed logistics management for managers to develop different strategies for each type of supplier market and each category of purchased item in order for the company to achieve gains in the supply management (Mello, Eckhardt & Leiras, 2017). The theory informs the study about the role of county government in cost estimation of various development projects on behalf of the citizens who are the stakeholders.

2.2 Empirical Review of Literature

2.2.1 Proper Needs Evaluation

The first step of procurement is the determination of the need (Kural and Alsac, 2006). Determining and defining the needed items initiates the planning process (Tan, 2013). These procurement needs must be consistent with organization’s objectives (Apiyo and Mburu, 2014). It must include the needs of the entity be it supplies of a project and how these supplies will be purchased and allow for adequate budgeting and appropriate planning (Kiage, 2013). Dahl et al.
(2007) argue that determining the needs are more important because all the processes and
decisions that are later taken are connected to these needs.

The department conducts a “make vs. buy” analysis (Guyana Procurement Planning, 2010). An
accurate forecasting of what is to be procured ensures the benefits of proper utilization of
resources (Basheka, 2008). Therefore, in considering the decision to procure any need, the entity
needs to examine the most efficient option to use, whether to make or to buy. The decision to
make will take into account whether the entity has the expertise to produce the need or not, the
risk involved, patent rights and others. In the same way in the absence of the required expertise
the PE would need to procure by deciding to buy. A careful analysis of the situation should give
the reason to buy or make.

The ever changing business environment in today’s world has made the need to consider the
external environment more important than ever, this is mainly due to the fact that the
environment is highly dynamic (Oyando et al., 2014). After needs have been identified the next
step is to conduct a market analysis/research on the needs to be procured. The purpose of the
market survey is to gain knowledge and information of what the market has to offer in terms of
availability of products and potential suppliers (Dahl et al., 2007).

Market research involves activities such as collecting and analysing information, determining the
availability of potential suppliers and alternate products available in the market to meet the
organization’s need (Lynch, 2014a; Tan, 2013). It is worth noting however, that the depth of the
market research work is directly connected to the level of anticipated risk for the requirement,
the level of complexity and value of the item to be procured (Lynch, 2014a; Tan, 2013). Small
and simple procurements may involve just a simple check of past records of contracts whereas complex ones would require as extensive market survey (Tan, 2013).

A market study can be carried out by the use of the internet, where information on potential service providers can be sought but in other instances a specialized fire can be hired to carry out the study (Lynch, 2014a). The least expected results from a market study should include: identification of alternate products, interest levels of suppliers, availability of services providers, technical and financial capacity of suppliers and price trends (Lynch, 2014a). McCue and Gianakis (2001) assert that planning is not an analysis or more a form of analysis, rather planning makes room for the application of several analytical tools and techniques. Such analytical tools include cost-benefit analysis, cost effectiveness analysis, marginal utility analysis, sensitivity analysis, forecasting, net present value and other techniques (McCue and Gianakis, 2001).

A specification gives a detailed description of the goods, construction works and service (Musanzikwa, 2013). It gives a bases to which the requirements to be supplied or executed by the service provider must conform to. The basic objective of a good specification is to vividly describe the service or product to be acquired to the stakeholders (Musanzikwa, 2013). According to Kusi et al. (2014) specification serves as a tool used to describe or communicate the procurement need of the entity to service providers that has interest in the commodity or service. The specification forms an integral component of a legally binding contract and therefore need to be drafted carefully (Gandy and Case-Upton, 2013).
The knowledge that is gathered from the market survey must be rewritten to conform to the general characteristic of the object (Dahl et al., 2007). Dahl et al. (2007) discuss three types of demands that procurement entities can use when establishing specifications in a public procurement. These are (i) mandatory demands, (ii) the use of evaluation criteria and (iii) special conditions.

Mensah (2013) presents four methods for designing specifications; these include (a) Descriptive (b) Performance (c) Reference Standard and (d) Proprietary. Discussing the factors to consider in specifying a product, Musanzikwa (2013) enumerated the following: physical features, technical specification and the intended use. Technical specifications are those which demonstrate the technical details, conditions and criteria of the goods, services as prepared by the contracting entities (Kural and Alsac, 2006). The specified technical criteria aim for efficiency, functionality and ensure equal opportunity for all tenderers and do not consist of elements impeding competition (Kural and Alsac, 2006).

An unclear and ambiguous specification can be subject to different interpretations (Mensah, 2013). This will weaken the basic function of a specification which has to clearly spell out requirements of the item to be procured to all parties (Musanzikwa, 2013). Specifications sets limits and also restricts items that are not considered within the boundaries drawn. According to Onyango (2014) good specification has the following characteristics; (i) it identifies the minimum requirements (ii) allows for a fair and open procurement process, (iii) provides for testing/inspection to insure the goods/services received and ensures that it meets the standard set forth in the specification and (iv) provides equitable award at the lowest possible cost.
It is therefore important that procurement officers be well-informed about specifications and how to write adequate specification for each procurement activity. This will enable them to effectively perform their role of mediators between clients and service providers (Onyango, 2014). Poor preparation and communication of the specification to bidders would have a negative impact on the manner in which potential bidders would prepare their bids and subsequently implement the project contract arising from the specifications provided (Barasa, 2014). A specification generally must be Clear, Correct, Complete and Concise (Mensah, 2013).

Procurement Planning entails the identification of what needs to be procured (which is the result of a Needs Assessment), how the organization’s needs can best be met, the scope of the goods, works or services required, what procurement strategies or methods to be deployed, setting the time frames, and the accountability for the full procurement process. According to (Ezeh, 2012) Needs Assessment is “a systematic process for determining and addressing the needs, or gaps between current conditions and desired conditions or wants. This is important in procurement; because it is an effective tool to identify appropriate interventions or solutions by clearly identifying the problem to ensure that finite resources (Prior Budget appropriations) are directed towards developing and implementing a feasible and applicable solution for identified projects.

According to the (PPOA, 2009), the beginning of the procurement process is need realization and identification of the requirements. This is informed by the inventory status, projects plan, production schedules, work plans, capital or operational requirements budgets and the procurement plan. Establishment of the requirements is the foundation for conducting market survey to ascertain aspects such as prices, new products or alternative or substitute products, new
sources of supply, nature of competition and environmental aspects that may affect the supply market.

In a 2007 report, (Karin et al.) singled out non-adherence to procurement methods as a major impediment to public procurement development in Kenya. They however did not specify the stage of procurement where this happened. In as much as the above studies highlight the core role of proper need assessment as a foundation for an effective procurement, they fail in bringing to the fore the link between need assessment and institutional performance. Recent theorists also point to the importance of public administration as a moral and ethical concern and recognize that administrative action is permeated by moral choices and are therefore models of not only technical and professional competencies but also of moral behavior (Schlosser, 2003).

Procurement Planning is an extraneous process that does not only involves the needs of the organization that guarantees what to be procured by an organization, how best to meet these organizational needs, the services needed by the organization, the scope of the procurement and therefore, procurement of the goods, the strategies to be employed, the time frame to accomplish the procurement, but also the accountability criterion, (Ezeh, 2012). It should be noted that needs assessment, is not only a rigorous but also systemic process for identifying and addressing the needs, which are therefore the ultimate gaps between current situations and desired situations. This is therefore the most important issue in the procurement processes because it acts as conveyor belt to an effective mechanism to identify the most appropriate measures by evidently pinpointing the challenge to make certain that fixed assets (preceding Budget appropriations), are
thus not only channeled towards developing but also executing a practicable and relevant resolution for known programs.

It is important to note that when we realize and identify our needs then all this will enable us to initiate the procurement process, (PPOA, 2009). All these processes are informed by the intervention status, the plan of the project, the schedules of the production, the working plans, and the budget required for all these operations, and lastly, the procurement plan. This will guarantee the market survey to ascertain the prices of the products that are of course supposed to be procured, and to the extension, to establish the new products in the market, and ultimately, latest supply sources, rivalry nature and surroundings facets that can dictate the market supply.

Van Wheel (2005) defines procurement planning as the process of determining the procurement needs and the timing of their acquisition and funding such that the entire operations are met as required in an efficient way. The main hindrance to the public procurement development in Kenya is the tendencies of singling-out no-compliance as posited by a 2007 report of (Karin et al.). The challenge however is that they did not successfully ascertain the stage in procurement where non-compliance happened. Even though Kari et al, highlights the essential function of an appropriate need consideration is a basis to resourceful procurement, its fall short of clearly bringing out the forefront connection between need assessment and institutional performance.

2.2.2 Cost Estimation

The purchase of the product and service must be in congruence with the market prices and at the same time, should be able to give at least good savings. This thus confirms the submission of
PPDA Act (2007) which postulates that purchases must be economical and efficient. The not well informed and thus corrupted way for instances; wear and tear of stocks, over invoicing, irresponsible procurement leading to wastage, shortage of goods when needed, and dishonest practices such as unplanned expenditure should be condemned with the strongest terms possible.

The understanding of the total costs of procurement is essential. The cheapest price is not the only parameter that should be considered. The prices of the transportation and labour as well as the long-term total costs need to be taken into account when making purchase decisions. A cheaper product could increase the costs of repair and maintenance. In many cases, the long-term total costs weigh much more in the procurement decision than the immediate costs. (Ellram 1993).

Procurement planning drives different expected results which are different from business as usual such as; reduction in the number of overall contract awards, understanding and managing total cost of ownership, more purchasing options (lease vs. buy), data-driven decision making, improved risk mitigation prior to award, more identification of opportunities where suppliers can add value, improved relationships with suppliers which leads to improved service delivery. Procurement Policy Manual (2009). Mawhood (1983) further adds that effective procurement planning is an important route towards securing the right service to be delivered to the clients, and also maximizing the level of service provision which can be achieved. A procurement plan helps Procuring entities to achieve maximum value for expenditures on services to be delivered and enables the entities to identify and address all relevant issues pertaining to a particular
procurement before they publicize their procurement notices to potential suppliers of goods, works and services.

It is worth noting that the Judiciary Strategic Plan of (2012-2016), is having an intention of establishing, and thus putting it into institutions so as to fully operationalize results-oriented financial plan, and to further instituted an economic organization and liability facility in Oder to attain set standards and client wants. To be specific, this arm of the government is planning to develop and operationalize procurement team at the decentralized units, trails and indicators for forensic audit, value-for-money standards, and develop an annual procurement unit. It was found during the 2007 baseline survey that item of common user cost that PE bought, were at an average of sixty percent which is beyond the existing market value (Kirungu, 2012).

According to the PPDA Act (2007), purchases must be economical and efficient. This means that they should be based on market prices and should be able to generate saving. It also means that bad practices such as irresponsible procurement leading to wastage, wear and tear of stocks, over invoicing, unplanned expenditure, shortage of goods when needed, poor quality products and similar factors to be avoided. The PPOA prepares and updates a Market Price Index (MPI) to be used by the Procuring Entity (PE) on a periodic basis therefore the Procurement Plan (PP) must be integrated into the budgetary processes based on the indicative or approved budget, as stipulated in the PPDA (2006).

Money, resources and time are three factors required to carry out a project. The amount of each factor is never precisely known until the closure of the project, however several estimating techniques to predict projects costs, resources and durations exists with varying degree of
certainty. The estimates mainly act as documents needed for strategy planning, capital and project budgeting, project scheduling and project control (Gardiner, 2005). Although there is a strong interdependence between project budgeting and scheduling, this section will mainly deal with cost estimating and budgeting. The time required to complete a task is an important factor when predicting the project costs.

Project costs are generated by using resources which includes, but are not limited to, labour, equipment and facilities, materials and capital (Karlsen, 2013). A project budget is prepared to fix in advance the resources needed and represents the planned costs of a project at its start. The building blocks are expenditures in terms of used resources, revenue, cash flow which are the incoming and outgoing money and a time-phased plan. It is essential that the cash flow is maintained by the project manager to make sure the project expenditures do not exceed the project finance plus the project revenues.

Cost estimating includes developing an approximation of the costs of the project resources required to perform the project activities (Gardiner, 2005). The purpose of a cost estimate is to function as a reference for follow-up and control through the project life (Karlsen, 2013). A cost estimate is encumbered with uncertainty and the level of accuracy is dependent of project type and size. There are four main variants of cost estimates where the first often is a proposal based on a business case or a feasibility study. In the early project phases the access to information is limited and the accuracy of the project costs is a rough estimate which may have a variance up to 50 percent.
In some cases where a company is to deliver a custom-made tender there may be a need of even more accurate and detailed estimates which are labour-intensive and time-consuming. A doubling of the accuracy requires quadrupling the use of resources is a known and useful rule of thumb which gives an indicator of how important a thorough evaluation is of whether it is necessary and profitable to increase the level of accuracy of the estimate. To be able to evaluate and get an indication of the project work and the cost of it through the project lifecycle, well prepared cost estimates are essential since they are used as a basis to compare the actual costs against the forecasted costs (Karlsen, 2013).

A cost estimate is normally composed of several components grouped in either direct or indirect cost categories. Direct costs are costs which can be directly related to project activities and include labour, materials, equipment and travel. Indirect costs cannot be directly related to project activities and can include management, premises, current, insurance and cleaning. These can be characterised as accrued costs and are necessary to keep the business going. The sum of the direct and indirect costs gives the total costs (Karlsen, 2013).

Compensation for escalated prices should be included in the estimates if the project is expected to have a long lifetime. If the customer and supplier are located in two different countries, the exchange rate fluctuation may lead to increase or decrease of costs, especially in the terms of a fixed price contract. To avoid this a calculated exchange rate should be used. When some of the work is to be completed by an external supplier, a percentage between 7-10 percent of the earning is normally added (Karlsen, 2013). Taking the estimates uncertainty into account,
financial reserves may be used to account for extra costs. Such reserves can be a percentage mark-up to the basis estimate (Karlsen, 2013).

Cost budgeting relates cost estimates to individual activities in the project schedule to produce projections of expenditure against time. Cash flow projections can also be produced by payment milestones (Gardiner, 2005). A Cost Breakdown Structure (CBS) is a tool which can be created to help communicate, manage and control cost and budget aspects of a project. The basis of a CBS is a combination of a WBS and an OBS and the appropriate level of breakdown includes details needed to monitor and control cost as shown in Figure 3-2. Each separate building block in the structure is called control accounts and their purpose is to provide an objective, reliable and systematic method to monitor and control the progress of all the work packages in a project.

2.2.3 Quality Specifications

Quality control planning is a wide-ranging concept which covers all matters that individually or collectively influence the quality of a product. It is the totality of the arrangements made to ensure that products are of the quality required for their intended use. Quality control therefore incorporates several factors and it is an integral part of all key activities in procurement. Colley (2005) amplified that approach of specifying quantifiable and non-quantifiable goals that are within management control and linking rewards to their achievement is an extremely effective method of focusing on desired results within the system.

The ISO 9000 series of standards are the most popular international standards for quality management that some many countries associate with (Zeithaml, 2000). In African continent, in
the past twenty years quality gap has been greatly reduced between competitive products and services. As a result, countries amongst many others have put up mechanism to raise their own standards of quality in order to meet international standards and customer demands. Curristine Lonti and Joumard (2007) noted that improving performance involves setting of objectives and reforms. The reforms provide a mechanism that enables politicians to clarify objectives. It has proved a useful tool for setting priorities over the short and medium term which clarify what results are expected from the public sector.

Quality control planning is essential in arranging for the collection of the information required and to identify stakeholders to be interviewed or surveyed. It is aligned with an organization's purpose and strategic direction (ISO9001:2015). Advance planning is especially important if the assessment will be jointly sponsored by the government and interested donors to enable coordination of the work and agreement to be reached on critical aspects of the assessment. Colley (2005) further noted this can be achieved by focusing on a variety of measures aimed at improving and motivating change in returns on investment. Dess et al. (2008) added that quality control design aims at creating low costs in all the value-chain activities of a firm mainly in technology development and procurement.

According to Garvin (2003), quality is defined using five different approaches namely; the transcendent approach; the product-based approach; the user-based approach; the manufacturing-based approach; and the value-based approach. The transcendent approach equates quality with Innate excellence: The product-based approach defines quality as a sum or weighted sum of the
desired attributes in a product: The user-based approach identifies a high quality item as one that best satisfies consumer needs or wants.

The definition of service quality as put forth by Gronroos (2001) is thus the measure of not only how best the service level delivered, but also how it meets customer expectations. It well known that the intrinsic nature on the quality of service, is that it must correspond to customer needs (Edvardsson, 1998). As a result, issues associated with knowing the quality of service from a client's point of view is due to limited research in the field (Gremler, 1994).

Some researchers such as Edvardsson (1998) are of contention that order is the essential element in a procurement role. Therefore, with no roles, the whole procedure can manifest in drawback to the purchasing section. He thus gives a list of the features of a good specification as follows enumerated respectively; consents to a transparent procurement practice, and offers assessments to the process to ensure services perform in agreement with ideal standard as per requirements.

Therefore, nowadays quality management includes four main activities of the managing of quality, which can be identified as follows: quality planning, quality control, quality improvement and quality assurance. All these four activities are essential pillars of quality management that are related to each other and could not function separately. (Hoyle, 2007).

Quality control policies in procurement play a pivotal role in influencing service delivery. It acts as a primary function of procurement with a potential of contributing to the success of government operations and improved service delivery (Nichols 2002). Schooner and Whiteman, (2000) postulated that procurement policy facilitates an efficient and effective service delivery in
public sector organizations both developed and developing countries. Detailed public procurement policies and other best practices play a major role in enhancing procurement performance (World Bank, 2005). Quality control procedures ensure that, if conducted properly, the chances of committing mistakes/errors are greatly reduced. Similarly as a consequence of the additional documentation and planning, potential problems have a better chance of being recognized prior to their occurrence. Quality policies will only work effectively if all parties involved are convinced that quality assurance is good for their businesses. There is evidence that involvement of quality circles in purchasing has an effect on quality assurance.

Quality control strategy and planning is concern with organizing, realigning and managing business activities in order to produce goods and services at lowest cost possible in the entire industry. A study conducted by Dey, et al (2004) involving quality control planning for a steady reduction in wastage proved to be very gainful to the industries related to the material wastage. According to them, organizations that adopt strategy to pursue a cost leadership concentrate in implementing competitor as well as customer orientation marketing strategy. The procurement objective is to produce low cost products and services but while the organization still emphasis on the quality and value as their core objective.

Reddy, et al (2008) in a study of dimensional quality control of casting gives a result of good quality casting at minimum cost. Quality control design embodies quality control and continuous process improvement. This means that constant adjustments to the process are made to keep the product relevant to its market. A well-functioning quality assurance system will embody quality control, the process that ensures that the outcome or product is as it should be by internal and
external standards. With the increasing competitive, business survival pressure and the dynamic changing customer-oriented environment, quality management has been recognized as one of the important issues and generated a substantial amount of interest among managers and researchers (ISO9001, 2015). The classical managerial problem with all services is that the recipient or consumer of the service is an integral part of the delivery of that service; there is no service without customers. Their perception of the service delivered is an important measure of the quality of the service. Thinking has tended to concentrate on those parts of the service delivery that can be objectified as production.

Quality control policies in procurement play a pivotal role in influencing service delivery. It acts as a primary function of procurement with a potential of contributing to the success of government operations and improved service delivery (Nichols 2002). Schooner and Whiteman, (2000) postulated that procurement policy facilitates an efficient and effective service delivery in public sector organizations both developed and developing countries. Detailed public procurement policies and other best practices play a major role in enhancing procurement performance (World Bank, 2005). Quality control procedures ensure that, if conducted properly, the chances of committing mistakes/errors are greatly reduced. Similarly as a consequence of the additional documentation and planning, potential problems have a better chance of being recognized prior to their occurrence. Quality policies will only work effectively if all parties involved are convinced that quality assurance is good for their businesses. There is evidence that involvement of quality circles in purchasing has an effect on quality assurance.
2.2.4 Risk Management

Procurement risk management represents the process of measuring or assessing risk and then developing the right strategies throughout the procurement lifecycle (IHS newsletter, 2011). Procurement needs to address risk management head on, incorporating it within corporate strategies, integrating it within the business and defining its importance across the organisation.

The procurement process needs to be defined first and foremost and then ensure that risk management is a partner all the way. The procurement process is an enabler to achieve the procurement goal of “value for money.”

According to European Commission Expert Group (2010), there are three major tasks for risk management: Firstly, to define and assess risks and rewards for all partners involved at the various stages of the procurement process, including the nature of risks, which may change during the various that lead various actors in the whole process to re-assess their priorities, to change their expectations, which may lead to further dysfunctional reactions by other actors in the process, and so forth. These risks may occur within organisations, but often are a result of the interplay of various actions and actors within the whole project, procurement stages, the causes and source for risk, the likelihood of risks to occur, and the potential consequences of risk occurrence (additional costs, reduced rewards); and secondly, for each risk, to take action to avoid or reduce the likelihood of the risk to materialise and allocate responsibilities to take action to reduce the likelihood. Thirdly, for each risk, to define actions to mitigate the potential consequences and allocate who bears the cost of mitigation and the reduced benefits (Ward & Chapman, 1991; Hood & Rothstein, 2000; Zhao & Duan, 2008).
The risk management process has in the last decades become an important event in most project based organisations (Flanagan et al., 2007). Potts (2008) says that the risk management within the construction industry has historically been either ignored or dealt with in an arbitrary way. Today, risk management techniques are best developed within industries with heavy engineering events or in organisations where there are high levels of technical risk involved (Maylor, 2003).

However, Flanagan et al. (2007) claim that it is important for most organisations to implement an effective risk management system that enables minimum loss from occurred risks. By the risk management system, risks can be transferred into opportunities which can generate gain for the company.

Havens (1999) stated that effective management control or internal control system is a way of how risk should be managed. He considered it to be at the heart of budget and policy implementation. Effective management control should also describe all the policies and procedures that were put in place by a government to ensure the proper and effective functioning of the overall government or the individual entity.

Currently, no universally applicable list of financial controls, reporting, performance monitoring and effective communications are described as categories of controls. An effective financial reporting is essential as the management should receive a timely, reliable flow of information about its financial status. The need for good financial reporting is supported by a study by Allen and Tommasi (2001). They listed that the principles of good reporting should consist of completeness, legitimacy, user-friendliness, reliability, relevance, consistency, timeliness, comparability and usefulness. The need for timely, accurate and complete reporting is the basis
for two performance indicators in the PEFA framework (World Bank, 2005). The implicit assumption for non-production of timely reports is lack of capacity, however no research could be found to verify this assumption. Also Drebin, Chan and Ferguson (1999) on the “Objectives of Accounting and Financial Reporting for Government Units” stated that an effective financial reporting should achieve the objectives that information is useful for decision making in determining and predicting short-term financial resources; economic conditions; legal contractual and fiduciary requirements; budgetary and planning; and finally for organization and managerial performance.

Furthermore, it is noted that through performance monitoring, an organization can accomplish certain activities. The management’s first responsibility is to ensure that those activities are achieved and toward this end, it is essential that management track the performance of the organization against its stated goals. This will require the management to describe the goals in measurable terms (client served, units of output delivered, etc.) and to establish a reliable and timely reporting system to keep itself informed of the implementation progress against the stated goals. In addition, effective communication is also crucial in managing risks. For instance, in the modern organizations, managers recognize that subordinates and front-line workers perform better if they have a clear understanding of the mission and goals of the organization and the purpose being served by the activities they are asked to perform. In such an organization, the channels of communication are an integral part of the management control system.

Risk means a danger that occurs because of lack of certainty in the future and the higher is this lack of certainty, the higher risk. Risk is present at every level of the procurement process (GPP,
2010). It is therefore important that sound risk management practices are aimed at during the procurement process, to protect the interests of the government and ensure successful procurement outcomes (GPP, 2010). It is the systematic application of management policies, procedures and practices to the tasks of identifying, analysing, treating and monitoring those risks, which impact organisations’ objectives (GPP, 2010).

The outcome of the risk management process is developed into a formal risk management plan to be used throughout the procurement process. OECD (2012) report on recommendation on enhancing integrity in procurement identified the planning and budgeting stage of the procurement process as a risk prone area, particularly the lack of adequate assessment of need. Notable among the major risk areas are the failure to prepare realistic budgets, interference from top officials and informal agreement on contracts.

At every stage of public procurement, there are risks of integrity. During the pre-bidding period; starting from needs assessment, common risks include lack of adequate needs assessment, planning and budgeting of public procurement, requirements that are not adequately or objectively defined, an inadequate or irregular choice of the procedure and a timeframe for the preparation of the bid that is insufficient or not consistently applied across bidders (OECD, 2007). All these concern the function of procurement planning. Should local government's procurement system fail to manage these risks, accountability and eventual service delivery is seriously threatened.

Financial analysis of the suppliers: It is essential to lead a thorough analysis of the financial health of the suppliers. However, it is clearly idealistic to believe that all companies have the
human and financial means to make an analysis of all their suppliers. Most important is to focus on their strategic suppliers, those who, by definition, are strategic for the sustainability of the company. (Barthelemy, 2004) On the other hand, making a financial analysis requests skills that are rarely present in a purchasing department. It is necessary; either to call on the financial direction of the company if it is able to take care of this kind of evaluations, or to call on organisations of financial information, organisations of analysis specialized in the supplier risks management, which propose services of quotation of the risks, credit institutions (banks doing factoring) that have the reassurance of their own risks when they acquire debts.

The solution to pass by an external organisation, although more expensive, is going to have big advantages to allow purchasing and financial departments to focus on other tasks bound to their heart of business, to have reliable and quality information, to go beyond the financial information to obtain also economical information, as the capacity of a supplier to assume his commitments in quality term, and its reactivity in case of difficulty. (Hassid, 2008).

Finally, even if the contribution of this kind of information is undeniable for companies, it is important to keep in head two notions. In order to have effective information, this has to be treated and it has to end in the implementation of actions. In spite of these agencies bringing a beneficial outside look, the buyers remain the main interlocutors of the suppliers and thus in the front line to know how to appreciate their economic and financial "shape" daily. They are the first ones to be able to detect what it is called the "low signals", the indications revealed by the supplier in spite of him. The economic and financial situation of a supplier can change very quickly, and even more in times of crisis. Thus, it is important not to focus only on figures
supplied by these agencies that can, even a few months later, not reflect any more the real situation of a supplier. (Hassid, 2008).

The main legal risks in which the purchasing services are exposed are the contractual risks, the risks bound to the intellectual property or to the patents, the regulatory risks at the sanitary level and on some consumer goods (food, cosmetics, etc.), the risks bound to sales and to sales bellow costs (risks of fraud) and the risks bound to the competition law. (Perrotin & Soulet de Brugière, 2008) The losses bound to these risks can be very considerable. The fast evolution of the laws and the regulations makes the task difficult for the purchasing departments that rarely have the legal skills to deal with complex cases. This is why more companies have an internal legal department or subcontract this part. (Hassid, 2008) Civil fraud is similar to penal fraud. It is about an act that was realized by using disloyal ways intended to obtain an inconvenient material or moral advantage or realized with the intention to escape the execution of the laws. Connected with the business world, fraud is an act in bad faith, generally for a personal profit, committed to the detriment of the company. Very often, these risks are internal risks because employees are best placed for this kind of operations. (Perrotin & Soulet de Brugière, 2008) At the level of the relations between the purchasing department and the suppliers, the most common risks are when the employee negotiates personal conditions (gifts, accessories, etc.) with the supplier within the framework of the negotiation of a contract, places false orders, cheats over purchase prices or favours a supplier within the framework of procurement contracts or of calls for tenders. More purchasing departments set up a code of ethics. This charter permits to formalize clearly the rules of functioning of the service and every person has to conform to it. This charter imposes behaviour and processes of functioning to reduce the risks of internal fraud.
2.2.5 Service Delivery

Improving service delivery through increased accountability has been a significant implicit motivation behind the trend towards decentralization in developing countries (Hasnain, 2010). The standard theoretical argument for the transfer of responsibilities to lower tier of government is that the closer proximity of local policymakers to citizens increases the flow of information and better enables the public to monitor, and to hold to account, government officials. Conversely, elected local policymakers, responding to this greater citizen vigilance, focus on improving service delivery in order to get re-elected (Hasnain, 2010) Service delivery is an essential function in the relationship between government and citizens (Abe & Monisola, 2014). Government performance is measured service delivery to the people (Eigema, 2007). A government is expected to deliver better services to its people, and the indices of measuring service delivery to the people include low inflation, better education, provision of improved health care at affordable rates, provision of clean water, provision of good roads and good road networks to the rural areas for the transport of agricultural products and raw materials (Abe & Monisola, 2014). Elsewhere, Carlson et al. (2005) depicted service delivery as the relationship between policy makers, service providers and poor people. Service delivery encompasses services and their supporting systems that are typically regarded as a state responsibility. These include social services (primary education and basic health services), infrastructure (water, sanitation, roads and bridges) and services that promote personal security (Carlson et al., 2005). Literature reviewed reveals that majority of governance decentralization and service delivery studies have used service accessibility as a measure of service delivery (Abe & Monisola, 2014; Joshi, 2013; Macharia et al., 2014; Olatona & Olomola, 2015; Wangari, 2014; Wei-qing & Shi,
2010). There is a segmented body of research work that has measured service delivery using quality of service and citizen satisfaction. For example, a study done by Suwarwoto (2012) about political decentralization and local public services performance in Indonesia. The study used citizen satisfaction on public service performance (health services, education services and general administration services) to measure service delivery. Another study in Russia by Freinkman and Plekhanov (2009) on fiscal decentralization and the quality of public services used service quality as a measure of service delivery. Likewise, Kyriacou and Roca-Sagale's (2011) used government quality to measure service delivery. Alternatively, Nayak and Samanta (2014) carried a study in India on the role of participation in public service delivery and combined four indicators to measure service delivery. The researchers used accessibility, availability, reliability and quality of services as a measure of service delivery. Majority of previous decentralization research focused on one measure of service delivery that is, service accessibility. There is paucity of research on the influence of governance decentralization on service delivery measured from multiple dimensions (citizen’s satisfaction, quality of the service and service accessibility). In this study, service delivery is conceptualized as accessibility of services, efficiency of services, quality of services and citizen satisfaction in relation to water, health, rural roads, and sewer services. Service delivery is a system or arrangement of periodic performance of supplying requester’s needs. It is a deliberate obligatory decision by the elected or appointed officials to serve or deliver goods and services to the recipients. Service delivery framework is the context in which a service provider’s capabilities are arranged into services. It is a set of principles, standards, policies and constraints used to guide the design, development, deployment, operation and retirement of services delivered by a service provider with a view to
offering a consistent service experience to a specific user community in a specific business context. Helmsing, (1995). The indicators of service delivery include but not limited to reliability, tangibility, responsiveness, accessibility, and empathy (Parasuram et al, 1985). Procurement process is a fundamental function that impacts on effective of ‘ineffective’ service delivery. There is no part of local government service delivery that does not depend on procurement of goods, service and works; and yet the area remains a neglected field of research (Oboth, 2001). Procurement planning thus defines the need, estimates the cost or actual costs through current supply arrangements and evaluates timeframes for delivery. This is done through correct need assessment, followed by identification of potential service providers through market assessment, complexity of purchase is defined, availability of goods/services, capability of suppliers, availability of alternatives, number of suppliers and scope of contract. The primary concept of procurement is that advanced planning, scheduling and bulk purchasing result in cost savings, efficient business operation, and increased value for money and consequently good service delivery is achieved. Procurement planning allows an agency to link its procurement objectives to service delivery objectives and identify ways of improving how it purchases to meet its future needs.

The contribution of procurement planning in facilitating an efficient and effective service delivery in organizations is generally undisputed in both developed and developing countries. According to Mullins (2003) there exists a significant positive relationship between procurement planning and service delivery in procurement systems. These results are compared to international research findings, and suggestions are offered for management, policy making, and future research.
Services that are not accessible are regarded as being of poor quality and those that can be easily accessible are regarded as high quality services. Failure to have access to the use of facilities makes the service delivery poor. This is the probability of a service falling within a specified time period and place Ssemayengo, (2005). Among the common measures of reliability are the average time to first failure, the average time between failures, and the failure rate per unit time Balunywa, (1998). For a service to be perceived as good service, it should contain all the features that satisfy the customers’ expectation. Service should have all its primary operating characteristics with all the measurable attributes so as to be ranked as high service.

Delay in service delivery will make the services to lose the meaning and hence a service should be offered in time before it becomes irritating to the consumer. Services which are delivered in time are said to be good service and those that are not delivered in time are said to have poor service. This is the degree to which a service design and operating characteristics meet established standards. Good service is therefore equated with operation within a tolerance degree. If the service performs as expected and intended it will be considered good service offered. Balunywa, (1998).

2.3 Summary of Research Gaps

While various studies in the past have tended to focus on procurement planning and its influence on institutional performance, not all aspects has been addressed within the institutions dispensing justice that is the judiciary system in Kenya. The 2006 Public Procurement Regulation aimed to promote equality and accountability government procurement in organization with the primary intend of guaranteeing proficient exploitation of state funds. Studies show, nevertheless, that
following the legislation of rules, at hand are public fund losses that are still attributable to government procurement. In addition, studies reveal discontent among major shareholders caused by regulation ambiguity that are then exploited by corrupt individuals to render the process ineffective.

2.4 Conceptual Framework

The research gaps identified in section 2.3 can be summarized in a conceptual framework as in figure 2.1

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proper Need Evaluation</td>
<td>Service Delivery</td>
</tr>
<tr>
<td>• Definition of need</td>
<td>• Efficiency</td>
</tr>
<tr>
<td>• Market analysis</td>
<td>• Effectiveness</td>
</tr>
<tr>
<td>Cost Estimation</td>
<td>• Transparency</td>
</tr>
<tr>
<td>• Accuracy</td>
<td></td>
</tr>
<tr>
<td>• Valuation</td>
<td></td>
</tr>
<tr>
<td>• Efficiency</td>
<td></td>
</tr>
<tr>
<td>Quality Specification</td>
<td></td>
</tr>
<tr>
<td>• Planning</td>
<td></td>
</tr>
<tr>
<td>• User involvement</td>
<td></td>
</tr>
<tr>
<td>• Supplier evaluation</td>
<td></td>
</tr>
<tr>
<td>Risk Management</td>
<td></td>
</tr>
<tr>
<td>• Compliance</td>
<td></td>
</tr>
<tr>
<td>• Budget reviews</td>
<td></td>
</tr>
<tr>
<td>• Technical abilities</td>
<td></td>
</tr>
</tbody>
</table>

Figure 2.1: Conceptual Framework

Source: Researcher (2018)
As indicated above, service delivery (dependent variable) is measured in terms of efficiency, effectiveness and transparency. procurement planning (independent variables) according to the above conceptual framework have four main practices which are mainly proper need evaluation, cost estimation, quality specification, risk management and all of this practices have measures which is definition of need, Market analysis, for proper need evaluation, cost estimation involves accuracy, valuation and efficiency while quality specification involves planning, user involvement and supplier finally during risk management, the risk control measures involves compliance, budget reviews and technical abilities.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

In the study, descriptive research design was adopted. The main focus was employees with a view to obtaining their perceptions, attitudes and values on the concept of service delivery. Descriptive survey has been chosen because of the need to describe the various practices in procurement planning. The design was helpful in that the researcher was able to get data both in quantitative and qualitative terms. Quantitative data was helpful in comparison and testing of hypotheses whereas qualitative data was helpful to the researcher in getting insights not acquired in quantitative terms (Mugenda & Mugenda, 2003)

3.2 Target population

According to Mugenda & Mugenda (2003) the target population is the population to which the researcher wants to generalize the results of the study. All the employees dealing with procurement services at the Kericho county Government constituted the target population, owing to the small number; this was a census study. There are 60 employees dealing with procurement activities at the County Government of Kericho (Human Resource Department, 2018). These included the county executive committees (CECs), chief officers (Cos), Administrators, Directors, Procurement Officers and accountants in all ten departments in the County
Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Department</th>
<th>Target population</th>
<th>Percentage</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>CECs</td>
<td>10</td>
<td>16.8</td>
<td>10</td>
</tr>
<tr>
<td>Cos</td>
<td>12</td>
<td>20.0</td>
<td>12</td>
</tr>
<tr>
<td>Administrators</td>
<td>11</td>
<td>18.3</td>
<td>11</td>
</tr>
<tr>
<td>Directors</td>
<td>8</td>
<td>13.3</td>
<td>8</td>
</tr>
<tr>
<td>Procurement Officers</td>
<td>13</td>
<td>21.6</td>
<td>13</td>
</tr>
<tr>
<td>Accountants</td>
<td>6</td>
<td>10.0</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100.0</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

Source: County Human Resource Department (2018)

From Table 3.1 the study was carried out in every category starting from the county executive committees, the chief officers who are usually the accounting officers, the administrators, directors, procurement officers and finally the accountants.

3.3 Data collection

The study used primary data which was collected through structured questionnaire built on Likert scales appropriate for each question which confined the responses within a given set.
3.3.1 Validity of Research Instrument

Validity is defined as the degree to which results obtained from the analysis of the data actually represent the phenomena under the study (Mutai, 2003). According to Mugenda and Mugenda (2003), it ensures the instruments are relevant to the study by asking the right questions in terms of accuracy. For a study to be effective, research instruments have to be valid. The researcher will seek expert judgment and approval from the supervisor to ensure the validity of the instrument.

3.3.2 Reliability of the instruments

Reliability refers to the extent to which research instruments give consistent findings through repetitive trials (Mugenda & Mugenda, 2003). Research instruments are regarded as reliable after measuring what is required to measure. The SPSS was applied in measuring reliability coefficient.

Table 3.2: Reliability of the instruments

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proper Needs Evaluation</td>
<td>.966</td>
</tr>
<tr>
<td>Cost estimation</td>
<td>.986</td>
</tr>
<tr>
<td>Quality specification</td>
<td>.956</td>
</tr>
<tr>
<td>Risk management</td>
<td>.983</td>
</tr>
<tr>
<td>Average</td>
<td>.960</td>
</tr>
</tbody>
</table>

Source: Researcher (2018)
Further test was realized through Cronbach Alpha whereby $\alpha=0.960$ was obtained.

### 3.4 Data Analysis

Before analyzing the responses, the questionnaires were edited for completeness and consistency. The data was analyzed using inferential statistics and descriptive such as mean and mode with the help of statistical Package for the Social Sciences (SPSS) version 21.0.

The study adopted multiple regressions for the measurement of the variables of the study. The theory is essential in providing the relationships of the variables through relevant coefficients. The multiple regression model was as follows:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where

$Y=$Service delivery

$X_1=$Proper Need Assessment

$X_2=$Estimation of costs

$X_3=$Quality specification

$X_4=$ Risk management

$\beta_0 =$ Constant Term

$\beta_1$ to $\beta_4 =$ Beta coefficients
ε = error term

α = constant

Once the analysis was done, interpretations were done on model summary, ANOVA and the coefficients. Further tests were done to establish the strength of the various assumptions.

3.5 Ethical Consideration

Permission to carry out the study was sought from the School of Business and Economics, Kisii University, The National Council for Science and Technology of which the researcher was issued with a Research Clearance Permit and also from the respondents who participated in the study. The nature and the rationale for the study was explained to the respondents by the researcher.

Issues of respondent’s confidentiality were observed. Permission from the respective department from the County government of Kericho as well as informed consent from the respondents were sought. Participation in the study was voluntary and respondents had liberty to either accept or refuse to participate in the study.

Participation was invited by using a covering letter. The covering letter assured potential respondents of the following: their response will be treated as strictly confidential, they will remain anonymous, their participation will be voluntary, withdrawal from answering the questions and completing the questionnaires at any time would not affect them in any way, and participants would be notified of the findings of the study upon request when the research is completed.
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF THE FINDINGS

4.1. Data Cleaning

Data collected from the field were coded and summarized then entered into SPSS worksheet for purposes of cleaning prior to actual analysis. The cleaning was necessary in order to deal with out of range values as well as outliers. Further, missing values were checked and a few respondents were eliminated because of having missed on many questions. For purposes of regression analysis, normality tests were checked through skewness and kurtosis. Data was found to be normally distributed, therefore enabling appropriate analysis to be done.

4.2. General information of the respondents

This aspect was very important in obtaining the overall picture of the respondents from which the data were gathered. It includes gender of the respondents, their age, level of education and experience level.

4.2.1 Response Rate

A total of 60 employees drawn from each of the ten departments in the county formed strata from which random samples were drawn. At the end of data collection period, and after data cleaning, a total of 52 respondents remained. Figure 4.1 summarizes this

Figure 4.1 shows that 52 employees responded to the questionnaire giving a response rate of 86.60%. Only 8 questionnaires were not returned or not filled satisfactorily representing 13.40%
of the total questionnaires issued. According to Babbie (2002) any response of 50% and above is adequate for analysis hence the sample obtained was representative of the population.

Figure 4.1: Response Rate

Source: Researcher (2018)

4.2.2 Gender of respondents

As part of the demographic information, the researcher requested the respondents to indicate their gender so as to avoid being gender biased and to also see the effect that gender has on employee retention. Out of 52 respondents, 53.8% were male while 46.2% were female as shown in the table below.
4.1 Gender distribution of the respondents

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>Percentage%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>28</td>
<td>53.8</td>
</tr>
<tr>
<td>Female</td>
<td>24</td>
<td>46.2</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.1: Gender of the respondents

Source: Researcher (2018)

From table 4.1 above, 28(53.8 %) respondents were male while 24(46.2 %) respondents were female. The findings imply that majority of the employees in procurement department are male.

4.2.3 Respondent’s Position in the Organization

Respondents were asked to indicate their position in the organization which was considered important in the study because it dictates the amount of information he/she can possess.
From Table 4.2, the findings indicated that majority of the respondents were procurement officers representing 42.3% followed by administrative officers 26.9%, accounting officers 21.2%, and chief executive committee members 9.6%. The findings mean that procurement officers were considered to have crucial information regarding the matter under investigation.

4.2.4 Respondent’s Level of Education

Respondents’ level of education was considered crucial in this study because it dictates the level of know-how of various matters under investigation. The table below summarizes the level of education for the respondents.

<table>
<thead>
<tr>
<th>Position</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Officer</td>
<td>14</td>
<td>26.9</td>
<td>26.9</td>
<td>26.9</td>
</tr>
<tr>
<td>Procurement Officer</td>
<td>22</td>
<td>42.3</td>
<td>42.3</td>
<td>69.2</td>
</tr>
<tr>
<td>Accounting Officer</td>
<td>11</td>
<td>21.2</td>
<td>21.2</td>
<td>90.4</td>
</tr>
<tr>
<td>County Executive Committee</td>
<td>5</td>
<td>9.6</td>
<td>9.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher (2018)
Table 4.3: Level of education

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>KCSE</td>
<td>3</td>
<td>5.8</td>
<td>5.8</td>
<td>5.8</td>
</tr>
<tr>
<td>Certificate</td>
<td>4</td>
<td>7.7</td>
<td>7.7</td>
<td>13.5</td>
</tr>
<tr>
<td>Diploma</td>
<td>13</td>
<td>25.0</td>
<td>25.0</td>
<td>38.5</td>
</tr>
<tr>
<td>Degree</td>
<td>32</td>
<td>61.5</td>
<td>61.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher (2018)

As indicated in table 4.3 above, majority of the respondents were graduate degree representing 61.5%, diploma 25.0%, Certificate 7.7% and secondary 5.8% respectively. The findings concluded that majority of the respondents had sufficient knowledge of the subject matter studied.

4.2.5 Working Experience

The researcher aimed at collecting data from respondents of different categories based on their working experience; this was to obtain responses from all the years of working in the respective positions. The findings were then presented in Table 4.4 below.
Table 4.4: Working Experience

<table>
<thead>
<tr>
<th>Working Experience</th>
<th>Frequency</th>
<th>Per%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>10</td>
<td>19.23</td>
</tr>
<tr>
<td>1-3 years</td>
<td>12</td>
<td>23.07</td>
</tr>
<tr>
<td>3-4 years</td>
<td>20</td>
<td>38.50</td>
</tr>
<tr>
<td>5 years and above</td>
<td>10</td>
<td>19.23</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From table 4.4 above, the study findings were that 19.23% of respondents had worked for the organization in their position for a period less than 1 year. Another 23.07% of respondents had a working experience between 1 and 3 years and another 38.50% of respondents having a working experience between 3 to 4 years. Finally, 19.23% of respondents had a working experience of above 5 years. This implies that the researcher obtained responses from all the levels of experience. This meant that the researcher aimed at acquiring important and deep information concerning procurement and organizational performance.

4.3 Descriptive Statistics

The descriptive statistics were examined for both the dependent and independent variables using the frequency distributions, means and standard deviations.
4.3.1 The relationship between Proper Needs Evaluation and county’s service delivery

The study findings reveals that respondents agreed that needs assessment affects service delivery in county governments. The first objective sought to establish the relationship between proper need evaluation and service delivery in Kericho county government. All the respondents were subjected to the same type of questions which were measured on an ordinal scale and calibrated on a five-point categorical scale whereby 1 represented strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. The analysis is presented in table 4.5 below:

Table 4.5: Respondents view on Proper Needs Evaluation and county’s service delivery

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core business clearly defined</td>
<td>52</td>
<td>4.1154</td>
<td>1.32330</td>
</tr>
<tr>
<td>Need evaluation thoroughly done</td>
<td>52</td>
<td>4.0385</td>
<td>1.29799</td>
</tr>
<tr>
<td>Carry out supplier analysis</td>
<td>52</td>
<td>3.9615</td>
<td>1.35707</td>
</tr>
<tr>
<td>Need evaluation done</td>
<td>52</td>
<td>3.7308</td>
<td>1.08674</td>
</tr>
<tr>
<td>Need evaluation affect service delivery</td>
<td>52</td>
<td>3.8462</td>
<td>1.31931</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>52</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher (2018)
From table 4.5 Majority of the respondents agreed that the core business was clearly defined in the county with a mean of 4.1154; need evaluation thoroughly done with a mean of 4.0385, carry out supplier analysis with a mean of 3.9615. Furthermore, majority agreed that need evaluation is done with a mean of 3.7308 and finally believe that need assessment affect service delivery with a mean of 3.8462.

4.3.2 The relationship between cost estimation and service delivery

The relationship between cost estimation and service was examined using six metrics that is; Project survey conducted regularly, Corrective measures in terms of cost is done, Close supervision of county project is done, proper valuation on county projects is done, Cost estimation helps in proper allocation of funds, and finally County government perform well in terms of service delivery. The responses on these metrics were measured on five-point Likert scale: 5-strongly agree; 4-agree; 3-undecided; 2-disagree; 1-strongly disagree.
Table 4.6: Respondent’s view on the relationship between cost estimation and service delivery

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project survey conducted regularly</td>
<td>52</td>
<td>3.7308</td>
<td>1.22259</td>
</tr>
<tr>
<td>Corrective measures in terms of cost is done</td>
<td>52</td>
<td>3.7500</td>
<td>1.25049</td>
</tr>
<tr>
<td>Close supervision of county project is done</td>
<td>52</td>
<td>3.9423</td>
<td>1.30479</td>
</tr>
<tr>
<td>Cost estimation helps in proper allocation of funds</td>
<td>52</td>
<td>3.6538</td>
<td>1.20269</td>
</tr>
<tr>
<td>County government perform well in terms of service delivery</td>
<td>52</td>
<td>3.7692</td>
<td>1.27749</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>52</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher (2018)

As indicated in table above, majority of the respondents agreed that the county Project survey conducted regularly with a mean of 3.7308(S.D=1.22259). It was also revealed that the majority of the respondents agreed that corrective measures in terms of cost is done with a mean of 3.7500(S.D=1.30479), Close supervision of county project is done with a mean of 3.9423(S.D=1.30479), Cost estimation helps in proper allocation of funds with a mean of 3.6538(S.D=1.20269) and finally County government perform well in terms of service delivery with a mean of 3.7692(S.D=1.27749).

4.3.3 The relationship between quality specification and delivery of services

The means and standard deviations of quality specification on delivery of services were also examined. The quality specification metrics were measured through the use of the Likert scale
with the descriptors Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD) represented as 5,4,3,2 and 1 respectively in the SPSS input spread sheet.

**Table 4.7: Respondent’s view on the relationship between quality specification and delivery of services**

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>County government gives attention to quality delivery</td>
<td>52</td>
<td>3.9231</td>
<td>1.23425</td>
</tr>
<tr>
<td>Proper planning and analysis is done prior to commencement of projects</td>
<td>52</td>
<td>4.0769</td>
<td>1.26563</td>
</tr>
<tr>
<td>Supplier history is often considered in order to determine service delivery</td>
<td>52</td>
<td>3.4038</td>
<td>1.49849</td>
</tr>
<tr>
<td>Quality delivery of services is critical in procurement</td>
<td>52</td>
<td>3.6346</td>
<td>1.18865</td>
</tr>
<tr>
<td>County government perform well in terms of quality service delivery</td>
<td>52</td>
<td>3.5192</td>
<td>1.17974</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>52</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source: Researcher (2018)**

The aim was to determine the respondents view on the relationship between quality specification and service delivery. In order to achieve these objective, aspects of procurement planning practices were measured against procurement planning to establish their relationship, mean and standard deviation.

The findings as indicated in the table above shows that majority of the respondents believed that County government gives attention to quality delivery with a mean of 3.9231(S.D=1.23425),
proper planning and analysis is done prior to commencement of projects with a mean of 4.0769 (S.D=1.26563). It was also revealed that the majority of the respondents believed that supplier history is often considered in order to determine service delivery with a mean of 3.4038 (S.D=1.49849). Furthermore, quality delivery of services is critical in procurement with a mean of 3.6346 (S.D=1.18865). In addition, County government performs well in terms of quality service delivery with a mean of 3.5192 (S.D=1.17974).

4.3.4 The relationship between risk management and service delivery

The relationship between risk management and the service delivery was examined using four metrics that is; Compliance with the laws help in risk management, procurement budget reviews is done as one way of risk management, risk management is critical in procurement processes, risk management affect procurement of products and services, the risk management strategy is effective in county government. The risk management metrics were measured through the use of the Likert scale with the descriptors Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD) represented as 5,4,3,2 and 1 respectively in the SPSS input spread sheet.
Table 4.8: Respondent’s views on the relationship between risk management and service delivery

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliance with the laws help in risk management</td>
<td>52</td>
<td>3.943</td>
<td>1.27439</td>
</tr>
<tr>
<td>Procurement budget reviews is done as one way of risk management</td>
<td>52</td>
<td>1.827</td>
<td>1.16688</td>
</tr>
<tr>
<td>Risk management is critical in procurement processes</td>
<td>52</td>
<td>1.962</td>
<td>1.22012</td>
</tr>
<tr>
<td>Risk management affect procurement of products and services</td>
<td>52</td>
<td>1.942</td>
<td>1.22736</td>
</tr>
<tr>
<td>The risk management strategy is effective in county government</td>
<td>52</td>
<td>1.846</td>
<td>1.25846</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>52</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher (2018)

Table 4.8 above represents the descriptive statistics on the influence of procurement planning on key aspects of service delivery a case of Kericho county government. The results show that
respondents strongly agreed to a large extent that procurement planning has a direct influence on service delivery with average mean of 2. All aspects analyzed indicated a large extent of influence from procurement planning with only empathy showing a moderate extent of influence by procurement planning.

The majority of the respondents agreed that compliance with the laws help in risk management with a mean of 3.9423 (S.D=1.27439). However, majority disagreed that procurement budget reviews is done as one way of risk management with a mean 1.8269 (S.D=1.16688). It was also revealed that majority of the respondents disagreed that risk management is critical in procurement processes representing a mean of 1.9615 (S.D=1.22012). Furthermore, majority disagreed that risk management affect procurement of products and services with a mean of 1.9423 (S.D=1.22736) and in addition disagreed that risk management strategy is effective in county government with a mean of 1.8462 (S.D=1.25846).

4.3.5 Service delivery in county government

The respondents were asked to rate the performance of county government based on three metrics: Service delivery and its effectiveness, transparency in service delivery and efficiency in service delivery. The findings indicated that majority of the respondents agreed that Service delivery is effective in county government with a mean of 4.115 (S.D=4.94254), there is transparency in service delivery in county government with a mean of 3.9423 (S.D=1.10991) and finally there is efficiency in service delivery in county government with a mean of 4.0577 (S.D=1.17846).
Table 4.9: Respondent’s views on service delivery in county government

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service delivery is effective in county government</td>
<td>52</td>
<td>4.1154</td>
<td>.94254</td>
</tr>
<tr>
<td>There is transparency in service delivery in county government</td>
<td>52</td>
<td>3.9423</td>
<td>1.10991</td>
</tr>
<tr>
<td>There is efficiency in service delivery in county government</td>
<td>52</td>
<td>4.0577</td>
<td>1.17846</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>52</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher (2018)

This study aimed at identifying the extent to which aspects of service delivery are influenced by the respondent’s views. In order to achieve this objective, aspects of service delivery were measured against measures of risk management to establish their relationship, mean and standard deviation. The table 4.9 below shows the results.

Table 4.9 represents descriptive statistics that show the extent to which procurement planning is undertaken. Respondents agreed to a large extent that procurement planning strategy is available and conforms to the government regulations, competition in the market and the public procurement act, implementation of the procurement planning strategy is ongoing and there are
control mechanisms for procurement planning practices. The results also indicate clients are satisfied with the procurement planning practices, there are achieved benefits of implementation of procurement planning practices in line with service delivery and there is consistency in continuous improvement of procurement planning practice.

4.4 Inferential Statistics

The inferential statistics were conducted using the linear correlation and multiple linear regressions.

4.4.1 The relationship between Proper Assessment Need and Service Delivery

The study was guided by the following hypothesis with regard to the first objective;

H1: Proper needs Assessment closely relates with service delivery in counties

The relationship between proper assessment and service delivery is positively correlated and statistically significant (r=0.605; p=0.000<0.05). This led to acceptance of H1

Table 4.10: Linear Correlation between Proper needs Assessment and the service delivery

<table>
<thead>
<tr>
<th>Proper needs Assessment</th>
<th>Pearson Correlation</th>
<th>Service delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.605**</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>52</td>
</tr>
</tbody>
</table>

Source: Researcher (2018)
4.4.2 The relationship between Cost Estimation and Service Delivery

The second objective was guided by the following hypothesis: H2-Cost estimation affect service delivery in counties.

The relationship between cost estimation and service delivery is positively correlated and statistically significant \( (r=0.728; p=0.000<0.05) \).

Table 4.11: Linear Correlation between cost estimation and service delivery

<table>
<thead>
<tr>
<th></th>
<th>Service delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost estimation</td>
<td>Pearson Correlation</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td></td>
<td>N</td>
</tr>
</tbody>
</table>

Source: Researcher (2018)

4.4.3 The relationship between quality specification and Service Delivery

The objective was guided by the following hypothesis: H3-Quality specification has significant relationship with service delivery in counties.

The relationship between quality specification and service delivery is positively correlated and statistically significant \( (r=0.721; p=0.000<0.05) \). This led to acceptance of H3.
Table 4.12: Linear Correlation between quality specification and the service delivery

<table>
<thead>
<tr>
<th>Quality specification</th>
<th>Pearson correlation</th>
<th>.721**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>52</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher (2018)

4.4.4 The relationship between risk management and Service Delivery

The objective was guided by the hypothesis: H4: There is no significant relationship between risk management and county’s service delivery. As indicated in the table below, the relationship between risk management and service delivery was negatively correlated and not statistically significant ($r = -0.018; p = 0.000 < 0.05$). This led to acceptance of H4.

Table 4.13: Linear Correlation between risk management and the service delivery

<table>
<thead>
<tr>
<th>Risk management</th>
<th>Pearson Correlation</th>
<th>-.018**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>52</td>
<td></td>
</tr>
</tbody>
</table>
4.5 Multiple Linear Regressions

The conclusion of this study will be based on the multiple linear regressions which examines the cumulative effect of the independent variables on the dependent variable. The multiple linear regressions gave a multiple correlation coefficient of 0.731 which indicates that the relationship between the three independent variables cumulatively on the dependent variable is strong and positively correlated. The multiple linear regression also gave a coefficient of determination of 0.534 indicating that the three variables contributed to 53.4 % of the variance in the dependent variable.

Table 4.14: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>R Square Change</th>
<th>F</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.731&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.534</td>
<td>.494</td>
<td>.67049</td>
<td>.534</td>
<td>13.446</td>
<td>4</td>
<td>47</td>
<td>.000</td>
</tr>
</tbody>
</table>

Source: Researcher (2018)


The F-ratio in the ANOVA table tests whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the
dependent variable, \( F(5, 47) = 19.607, p < .0000 \) i.e., the regression model is a good fit of the data.

**Table 4.15: Analysis of Variance**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>28.330</td>
<td>4</td>
<td>7.083</td>
<td>19.607</td>
<td>.000^b</td>
</tr>
<tr>
<td>Residual</td>
<td>16.978</td>
<td>47</td>
<td>.361</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>45.308</td>
<td>51</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher (2018)


b. Dependent Variable: Service delivery

The unstandardized coefficients which indicate the variance of the dependent variables with an independent variable when all other independent variables are held constant are indicated below.

Service delivery = 1.645 + 0.260 Proper need assessment + 0.250 cost estimation + 0.214 quality specification + - 0.137 risk management.
### Table 4.16: Collinearity distribution table

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>Sig. T</th>
<th>Collinearity statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td>VIF</td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.645</td>
<td>.332</td>
<td>4.959</td>
<td>.000</td>
</tr>
<tr>
<td>Cost estimation</td>
<td>.250</td>
<td>.142</td>
<td>.319</td>
<td>1.766</td>
</tr>
<tr>
<td>The risk management</td>
<td>-.137</td>
<td>.068</td>
<td>-.183</td>
<td>-2.002</td>
</tr>
<tr>
<td>Proper Need Evaluation</td>
<td>.260</td>
<td>.112</td>
<td>.299</td>
<td>2.315</td>
</tr>
<tr>
<td>Quality Specification</td>
<td>.214</td>
<td>.117</td>
<td>.281</td>
<td>1.825</td>
</tr>
</tbody>
</table>

**Source: Researcher (2018)**

- a. Dependent Variable: Service Delivery

As shown in Table above, the results of the collinearity statistics as demonstrated by the variance inflated factor (VIF) showed that the four determinants of procurement planning practices namely cost estimation (VIF = 1.97), proper need evaluation (VIF= 1.88), quality specification (2.28), and risk management (VIF = 3.57) did not have multicollinearity problems since each returned VIF less than 10. In other words, the influence of each of the named predictor variables on organizational performance was not subject to other independent variables.
4.6 Discussion of the findings

The multiple linear regression models indicate that three out of four independent variables have positive coefficient. The regression results above reveal that there is a positive relationship between dependent variable (procurement planning) and independent variables (service delivery).

The findings revealed that the coefficient for the intercept is 1.645 implies that if the factors (Proper Needs Evaluation, Cost estimation, Quality Specification, Risk Management) are equated to zero then the service delivery will improve by a margin of 1.645. The beta coefficient of proper needs evaluation is 0.260 implying that a unit increase in proper need evaluation will lead to an increase in service delivery by a margin of 0.260. Similarly, the beta coefficient of cost estimation is 0.250 meaning that a unit increase in cost estimation leads to an increase in service delivery by a margin of 0.250. Also, the beta coefficient of quality specification is 0.214 which implies that a unit increase will leads to increase in service delivery by a margin of 0.214. Finally, the beta coefficient of risk management is – 0.137 a unit increase in risk management leads to a decrease in service delivery by a margin of 0.137.

The t statistics helps in determining the relative importance of each variable in the model. As a guide regarding useful predictors, we look for t values well below -0.5 or above +0.5. In this case, the most important variable was Cost estimation, Proper Needs Evaluation and Quality Specification.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the Findings

Procurement is one of the most important activities undertaken by the county Governments. Its successful completion ensures that all provisions are available thereby facilitating excellent service delivery. As a process, procurement has to be planned for it to be effective and efficient. The PPDA Regulations (2006) requires that individual user agency develops a multi-annual work plan for procurement based on established resources, which are presented to the purchase and distribution department then uses the proposed action plan to design, systematize, anticipate and program activities for that fiscal cycle. The levels of compliance, nevertheless, are faint in the Kenyan public sector despite the fact that PPOA strives to institute rules to improve compliance (PPOA, 2007).

Regardless of the effort by the governments of developing countries, like Kenya and development partners like the World Bank to improve performance of the procurement function, public procurement is still marred by shoddy works, poor quality goods and services (Basheka, 2004). Failure to implement or delayed implementation of recommended performance standards has resulted in unnecessarily high operation costs, uncoordinated business activities, and failure to attract and retain experienced and skilled personnel in the procurement positions, thus affecting the function’s performance (The World Bank Country Procurement Assessment Report, 2004).
According to Nyeko (2004), in most PEs procurement achievements are not in comparison with other entities like the human resource. He affirms that incompetent procurement execution might produce unreliable results that have fatal outcomes to a public procuring body. Rotich (2011) argues that the assessment or acquisition measurement of achievement have continuous obstacles for procurement specialists. He argues that institutions concentrate on examining domestic aims that in most cases do not represent the actual view with competitor’s measure. While the information described above put more emphasis on procurement methods, public reformations and the impact of planning. They do not discuss procurement planning practices and service delivery in counties in Kenya. This study proposes to accomplish this as well as promote performance pointers that county governments in Kenya can institute to ensure sufficient and adequate service performance reform.

Public procurement requires much attention to ensure the efficient use of state resources. Public procurement has proven to be of immense importance among policy makers, managers, procurement professionals and in academia; in facilitating government operations Osei–Owusu and Gyapong, 2013.

According to Organisation for Economic Coorporation and Development, 2012) Value for money is the ultimate goal of every procurement system. The use of state funds for procurement demands that the principles guiding procurement especially transparency and fairness.

In the study, the findings with regard to the influence of the effect of procurement planning practices on service delivery indicated that proper needs evaluation doesn’t have significant impact on service delivery of counties, there is no significant impact of procurement cost
estimation and county’s service delivery, quality specification of goods doesn’t have significant impact on service delivery of counties and there is no significant relationship between risk management in procurement planning and county’s service delivery.

The summary of the study was based on each specific of these research objectives.

5.1.1 Relationship between Proper Needs Assessment and county’s service delivery

The relationship between proper needs evaluation was examined using four metrics. All the respondents were subjected to the same type of questions which were measured on an ordinal scale and calibrated on a five-point categorical scale whereby 1 represented strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. In this regard majority of the respondents agreed that the core business was clearly defined in the county with a mean of 4.1154; need evaluation thoroughly done with a mean of 4.0385, carry out supplier analysis with a mean of 3.9615. Furthermore, majority agreed that need evaluation is done with a mean of 3.7308 and finally believe that need assessment affect service delivery with a mean of 3.8462. The findings of the study found out that proper assessment and service delivery was positively correlated and statistically significant (r=0.605; p=0.000<0.05)

5.1.2 Relationship between Procurement Cost Estimation and county’s service delivery

The relationship between cost estimation and service was examined using six metrics that is; Project survey conducted regularly, Corrective measures in terms of cost is done, Close supervision of county project is done, Cost estimation helps in proper allocation of funds, and finally County government perform well in terms of service delivery. The responses on these
metrics were measured on five-point Likert scale: 5-strongly agree; 4-agree; 3-undecided; 2-disagree; 1-strongly disagree. The means was 3.7308, 3.7500, 3.9423, 3.6538 and 3.7692 respectively. The findings confirmed that cost estimation and service delivery was positively correlated and statistically significant (r=0.728; p=0.000<0.05)

5.1.3 Relationship between Quality Specification of goods and county’s service delivery

The findings as indicated that County government gives attention to quality delivery with a mean of 3.9231 (S.D=1.23425), proper planning and analysis is done prior to commencement of projects with a mean of 4.0769 (S.D=1.26563). It was also revealed that the majority of the respondents believed that supplier history is often considered in order to determine service delivery with a mean of 3.4038(S.D=1.49849). Furthermore, quality delivery of services is critical in procurement with a mean of 3.6346(S.D=1.18865). In addition, County government performs well in terms of quality service delivery with a mean of 3.5192 (S.D=1.17974). The findings revealed that quality specification and service delivery was positively correlated and statistically significant (r=0.721; p=0.000<0.05)

5.1.4 Relationship between risk management in procurement planning and county’s service delivery

The findings revealed that compliance with the laws help in risk management with a mean of 3.9423. However, majority of the respondents disagreed that procurement budget reviews is done as one way of risk management with a mean 1.8269. It was also revealed that majority of the respondents disagreed that risk management is critical in procurement processes representing a
mean of 1.9615. Furthermore, majority disagreed that risk management affect procurement of products and services with a mean of 1.9423 and in addition disagreed that risk management strategy is effective in county government with a mean of 1.8462. The findings confirmed that risk management and service delivery was negatively correlated and not statistically significant \((r=-0.018; p=0.000<0.05)\).

5.2 Conclusions

Procurement planning practices are important in facilitating service delivery in the county government. Specifically, proper need assessment, cost estimation, quality specification are the key ingredients that ensure county succeed in delivery of services in terms of procurement planning.

The multiple linear regression was used to examine the cumulative effect of the independent variables on the dependent variable. The multiple linear regressions gave a multiple correlation coefficient of 0.731 which indicates that the relationship between the three independent variables cumulatively on the dependent variable is strong and positively correlated. The multiple linear regression also gave a coefficient of determination of 0.534 indicating that the three variables contributed to 53.4% of the variance in the dependent variable.
5.3 Recommendations

5.3.1 Recommendations for Action or Practice

Based on the findings, it is inevitable to highlight recommendations which can be used to enhance service delivery not only at the Kericho county government but also in other similar organizations.

The study recommends that there is need to implement an effective procurement planning practice which encourage proper needs evaluation, proper risk management, supplier assessment and quality specification of goods in organizations in order to enhance performance.

Further, the study recommends that procurement planning practices should be well practiced in any procurement process to ease the procurement processes and associated costs hence achieve organizational objectives.

Based on the positive relationship between proper need assessment and service delivery, it is recommended that county governments and national government should work together in order to bring about changes that are likely to improve delivery of services to the common citizens.

From the findings it is recommended that all county government activities should be well estimated in order to avoid wastage and risks. All the county procured projects should be properly scrutinized in terms of costs.

Due to positive relationship between quality and service delivery, it is recommended that county government should always strive to assess quality on all procurement activities.
5.3.2 Recommendation for Further Studies

The procurement planning has an influence on aspects of service delivery within an organization. The study therefore suggests the following aspects of procurement planning for further studies; a research on the relationship between procurement planning practices and service delivery of county governments other than Kericho. The future studies should involve the suppliers of the goods, works and services and also the clients and the citizens.
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APPENDICES

Appendix I: Questionnaire

I am Chepngetich Janet, a Masters student at the Kisii University carrying out a research study on “Procurement Planning Practices and Service Delivery: A case of Kericho County Government”. The purpose of this questionnaire is to get your views on the research study which will help the study to make conclusions and recommendations. Any information given will be only used for academic purpose and shall not, whatsoever, be used for any other purpose and will be treated with utmost confidentiality. The views expressed here are confidential and are meant for academic research only.

Section 1: General information

1. Indicate your gender?

   Male [ ]  Female [ ]

2. Age range in years?

   18-30 [ ]  31-40 [ ]  41-50 [ ]  51-60 [ ]

3. What position do you hold in the County Government?

   Administrative Officer [ ]
   Procurement Officer [ ]
Accounting Officer [ ]

County Executive Committee [ ]

4. Please indicate the highest level of Education reached?

Secondary [ ] Certificate [ ] Diploma [ ] Degree [ ]

5. For how many years have you worked for the county government?

Less than 1 year [ ]

1-3 years [ ]

3-4 years [ ]

5 years and above [ ]
**Section 2: Need Evaluation**

Using the scale of 1 to 5 indicate your level of agreement (1=strongly disagree, 2=Disagree, 3= neither agree nor disagree, 4= agree, 5= strongly agree), to the following statements that describe need evaluation in procurement planning.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Core business need clearly defined by the responsible personnel in your department</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. The need evaluation is thoroughly done by respective personnel in the departments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Carry out supplier analysis to determine who to get supply from</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Need evaluation ensures proper utilization of public resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Need evaluation affect service delivery in your department</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Section 3: Cost Estimation

Using the scale given below, indicate how accurately the following statements describes cost estimation as part of procurement planning (1=strongly disagree, 2=Disagree, 3= neither agree nor disagree, 4= agree, 5= strongly agree)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Project survey conducted regularly to ensure accuracy in cost estimation in your department</td>
<td></td>
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</tr>
<tr>
<td>2. Corrective measures in terms of cost are undertaken for contractors who do shoddy works</td>
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<tr>
<td>3. Close supervision of county projects are done as a way of controlling cost</td>
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<tr>
<td>4. Cost estimation helps in proper allocation of funds to the various projects</td>
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<tr>
<td>5. County government perform well in service delivery in terms of costs of projects</td>
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</tbody>
</table>
**Section 4: Quality Specification**

Using the scale given below, indicate how accurately the following statements describes quality specification as part of procurement planning (1=strongly disagree, 2=Disagree, 3=neither agree nor disagree, 4= agree, 5= strongly agree)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. County government give attention to quality delivery of services by contractors</td>
<td></td>
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<tr>
<td>2. Proper planning and analysis is conducted prior to commencement of county projects</td>
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<tr>
<td>3. Supplier history is often considered in order to determine service quality in your organization</td>
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<tr>
<td>4. Quality delivery of services is critical in procurement of services in County</td>
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<tr>
<td>5. County government projects perform well in terms of quality</td>
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</tbody>
</table>
Section 5: Risk Management

Using the scale given below, indicate how accurately the following statements describes risk management as part of procurement planning (1=strongly disagree, 2=Disagree, 3= neither agree nor disagree, 4= agree, 5= strongly agree)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Compliance with the procurement laws and regulations assist in risk management</td>
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<tr>
<td>2. Most often conduct procurement budget reviews as one way of managing risks</td>
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<tr>
<td>3. Risk management is critical in procurement processes in County</td>
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<tr>
<td>4. Risk management affect procurement of product and services in the county</td>
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<tr>
<td>5. The risk management strategy laid down by county government is effective</td>
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</tbody>
</table>
## Section 6: Service delivery

Using the scale given below, indicate how accurately the following statements describes service delivery as part of procurement planning (1=strongly disagree, 2=Disagree, 3= neither agree nor disagree, 4= agree, 5= strongly agree)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
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<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Effectiveness of service delivery</td>
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</tr>
<tr>
<td>2. Transparency of service delivery</td>
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<td></td>
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<tr>
<td>3. Efficiency of service delivery</td>
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</tbody>
</table>
Appendix II: University Permit Letter

OFFICE OF THE COORDINATOR, POST-GRADUATE PROGRAMMES

Ref: KSU/SBE/CBM15/10086/15

Thursday, 13TH September, 2018

The Director,
National Commission for Science, Technology &
Innovation (NACOSTI)
NAIROBI.

Dear Sir,

REF: APPLICATION FOR A RESEARCH PERMIT FOR
CHEPNGETICH JANET REG. NO.CBM15/10086/15

The above named is an MBA student in our institution who intends to carry out a Research. The intended study is titled; “The effect of procurement planning practices on service delivery in counties in Kenya: A case of Kericho County Government.”

The purpose of this letter is to request you to give her a research permit to enable her conduct the research.

Thank you.

Dr. Joshua Wutula, PhD
COORDINATOR, POST-GRADUATE PROGRAMMES

JW/ab

KISII UNIVERSITY IS ISO 9001:2008 CERTIFIED
Appendix III: NACOSTI Authorization Letter

NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-3182345,318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

Ref. No. NACOSTI/P/18/25915/26222

Date: 1st November, 2018

Chergetich Janet Sang
Kisii University
P.O Box 408-40200
KISII

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “The effect of procurement planning practices on service delivery in Counties in Kenya. A case of Kericho County Government” I am pleased to inform you that you have been authorized to undertake research in Kericho County for the period ending 30th October, 2019.

You are advised to report to the County Commissioner and the County Director of Education, Kericho County before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Kericho County.

The County Director of Education
Kericho County.
Appendix IV: Research Permit

THIS IS TO CERTIFY THAT: MISS. CHENGGETICH JANET SANG of KISII UNIVERSITY, 786-20210 LITEIN, has been permitted to conduct research in Kericho County on the topic: THE EFFECT OF PROCUREMENT PLANNING PRACTICES ON SERVICE DELIVERY IN COUNTIES IN KENYA: A CASE OF KERICHO COUNTY GOVERNMENT for the period ending: 30th October, 2019.

Signature

Commission for Science, Technology and Innovation National Commission for Science, Technology and Innovation

CONDITIONS
1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.

Serial No. 21623

RESEARCH LICENSE

CONDITIONS: see back page
The Effects of Procurement Planning Practices on Service Delivery among County Governments in Kenya: A Case of Kericho County Government

Chepngetiich Janet, Kisii University, Kenya
Prof. Christopher Ngach, Kisii University, Kenya
Dr. Joshua W. Chesoli, Kisii University, Kenya

Abstract

The study sought to examine the effect of procurement planning practices on service delivery of counties in Kenya, a case of Kericho county Government. Procurement planning is the process used by companies or public institutions to plan purchasing activity for a specific period of time; Procurement planning is one of the primary functions of procurement. Service delivery on the other hand is a set of principles and policies used to guide the design and development of services delivered by a service provider with a view of offering a consistent service experience to a specific user, it is a system of periodical performance of supplying requesters needs both from the customer point of view and the provider point of view. Despite this importance, very limited scientific research has been done to examine the extent to which efforts in procurement planning can contribute to effective service delivery in county Governments in Kenya. The main objective therefore was to determine the effectiveness of the Procurement plan practices on service delivery. In doing so, the study focused on the effectiveness of need evaluation, cost estimation, Risk Management and Quality specification on service delivery. This study adopted a descriptive survey research design. A survey design seeks to obtain information that describes existing phenomena by asking individuals about their perception, attitude and values and describe things as they exist. All the employees in the procurement department at the Kericho county Government constituted the target population. Census study was employed when selecting the respondents. In this the 60 employees will be the respondents to the study. Primary data will be collected using a structured questionnaire which was confined the responses within a given set. The researcher sought expert judgment and approval from the supervisor to ensure the validity of the instrument. The SPSS was applied in measuring reliability coefficient. Further tests were realized through Cronbach Alpha whereby α=0.81 was obtained. The data was analyzed using inferential statistics and descriptive such as mean and mode with the help of statistical Package for the Social Sciences (SPSS) version 21.0. The findings revealed positive relationship between proper need assessment, cost estimation, quality specification and service delivery. However, risk assessment was found to negatively correlate with service delivery. From the findings of the study, it was recommended that risk management should be carried out in the county government.

Key words: Procurement planning, Service delivery, Needs Assessment, Cost estimates, Quality Specification

1. Introduction

In recent years, emerging economies have realized the significance of sound supervision of the public procurement planning practice at all the level of government both central and local and also its enhancement in the better governance of the public sector. Procurement is usually considered an administrative and reactive task but has since become one of the significant managerial capacities, and its functioning is growing progressively more essential for the efficient operation of any institute. Procurement is turning out to be relevant at the domestic level, in corresponding with devolution and the growing array of duties carried out by regional authorities in many states (Schiavo-Campo & Sundaram, 2001).

Governments in most countries are the main providers of social needs such as health, education, infrastructure and other social amenities using public funds. Public procurement accounts for over 50% of Government budgets besides the cost of government wage bill and accounts for the largest share of government expenditure. In most countries public sector procurement expenditure represents between 8 and 20% of national gross domestic product (GDP). This shows the importance of procurement in the provision of goods, infrastructural works and services for a country (Bashcka, 2004).

A large amount of money that goes into public procurement is the reason for which accountability, transparency and integrity must be ensured in the procurement process. Public procurement has proven to be of immense importance among policy makers,
Appendix VI: Plagiarism Report

research
by Janet Chepnetich

Submission date: 29-Oct-2018 06:57 PM (UTC+0300)
Submission ID: 1028973292
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Word count: 18608
Character count: 114057
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<th>Student Papers</th>
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