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ABSTRACT

The study assessed procurement management practices and performance of ward development projects in Narok County. The unit of analysis was 300 individuals and the unit of observation was member of county assemblies, ward fund managers, committee representatives. The study applied Yamane formula to get a sample size of 171 respondents. The study adopted exploratory research design. Data collection was done with the aid of structured questionnaires. The study findings indicated that procurement planning is significantly and positively correlated with performance of ward development projects. This implied that there is a strong and significant positive association between procurement planning and performance of ward development projects. The study highlighted supplier sourcing is positively and significantly related to performance of ward development projects. This implied that there is a moderate but significant positive association between supplier sourcing and performance of ward development projects. The study revealed that procurement staff competency has a positive significant effect on performance of ward development projects. This implies that holding all factors constant, a unit increase in procurement staff competency leads to a significant increase in performance of ward development projects. The correlation between contract management and performance of ward development projects was found to be a significant. The implication here is that there is a weak but positive association between contract management and performance of ward development projects. This study recommended that it is advisable for the ward development fund management committee to prioritize the maintenance of elevated levels of procurement plan in order to facilitate the ongoing enhancement of performance of ward development projects. The study recommended that the management committees of the ward development projects should prioritize the establishment of strong supplier relationships in order to maintain consistent performance of the projects. The management should prioritize the implementation of effective supplier sourcing, assessment, and evaluation procedures. The study recommends that stakeholders and policy makers should prioritize the implementation of procurement staff competency aimed at enhancing the quality of public procurement services. The focus of attention should be directed towards enhancing the hiring competent staff. This study recommended that it would be beneficial for the government of Kenya to develop policies aimed at ensuring effective management of contracts of the Ward Development Fund (WDF) projects. In particular, it is recommended that the government should undertake a comprehensive evaluation and revision of contract management policies pertaining to procurement procedures, tendering methods, and the regulatory environment.

Key Words: Procurement Planning, Supplier Sourcing, Procurement Staff Competence, Contract Management

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INTRODUCTION

Ward development projects are essential channels of social advancement and significant improvement to the advancement of agenda in the Vision 2030 in Kenya. Consequently, the collapse of some of the ward development Projects as a result of being incomplete led to lack of achievement of aims, objectives or intentions. This is an implication of the poor performance of the projects (Vidall, 2018). In developed countries, the subject of development projects has provoked several discussions in the last few years in spite of reformations in Malaysia. Procurement practices were cited as one of the factors that increased projects having challenges of not being able to complete on time (Pooe, Mafini, and Makhubele, 2015). However, Grimm, Hofstetter, and Sarkis (2016) contested that little investigation has so far been carried on, on procurement management practices and project performance. Procurement management practices roles are applied as an essential tool for realizing financial, social, and other purposes (Mafini, 2015). Project performance demonstrate that the success of a project was founded on intricacy of project, strategies in engaging, how associations concerned associate with one another, the project manager's expertise, and the competences of all those remaining individuals that are participating through which projects perform.

In Kenya, ward development projects that may be widely distributed into benefit groups, whose concern is to enhance the measure of sustenance of their members, and Resource Creation Activity in societies whose principal plan is to be involved in some kind of financial initiative for capital production for their people as well as having projects that have a lasting impact on socio economic aspects of the society. A vast number of both metropolitan and rural societies are involved in project exercise from farming, art works, comedy, film making, basket weaving, ceramics, gems, and embroidery designing, wood carving among others to further skillful commodity exchanging, micro ventures and fiscal administration.

Statement of the Problem

Due to the current rapid growth of the Kenyan economy and the vast number of large projects being undertaken in both the public and private sectors, community-based initiatives are of particular importance. Despite the fact that a number of ward development projects are now in the works, there is concern about the frequent and protracted delays that have resulted in project underperformance in Narok County in Kenya.

Donors in developing countries are increasingly concerned about the effectiveness of ward development projects. Some of the main challenge that ward development projects, is failing to adhere to the apportioned budget, meet deadlines, or even meet the established quality standards. Notwithstanding, Ochunga and Awiti (2017) observed that project managers frequently fail to develop mechanisms to minimize challenges. As a result of the tendency to overlook potential risks in Narok County, this leads to budget overruns, project deferrals in addition to substandard work. Poor coordination and administration of ward development projects in Narok County resulted in project cost overruns, dilatory, substandard work, or project cessation pre completion (Oino, Towett, Kirui & Luvega, 2015). Several studies have been undertaken on the impact of the procurement management practices on the performance of various industries.

According to a study on procurement practices influencing NGO project enactment in Kenya, some organizations lacked procurement policies on planning, vendor selection, contract monitoring, and control (Omwenga and Wanjau 2015). Similarly, a survey on procurement administration practices and the achievement of public project financial management in Kenya revealed that procurement planning, commitment control, and procurement audits are critical aspects of project financial management (PFM) in Kenya (Sindani, 2020). Other studies on the performance of ward development projects in Kenya have also been conducted, but little has been done on the impact of

procurement management practices on the performance of ward development projects. As a result, the research focused on assessing procurement management practices and performance of ward development projects in Narok County in Kenya.

Objectives of the Study

The study sought to assess procurement management practices and performance of ward development projects in Narok County, Kenya. The study was based on the following specific questions;-

- To establish the effect of procurement planning on performance of ward development projects in Narok County.
- To find out the effect of supplier sourcing on performance of ward development projects in Narok County.
- To determine the effect of procurement staff competency on performance of ward development projects in Narok County.
- To establish the effect of contract management on performance of ward development projects in Narok County.

LITERATURE REVIEW

Theoretical Review

Stakeholder Theory

Generally the idea of the stakeholder theory, proposed by Freeman in 1984, is to completely redefine the organization. It idealizes the organization and how it should be conceptualized. According to Freeman (2006), the organization should be idealized as a gathering of stakeholders, with the intent of the institution being the shareholders' views, interests, and needs. Organizational management is undertaken by the organization's administrators. According to Freeman, the manager has two roles in the organization. The first is to run the organization for the opulence of the stakeholders in accordance with guaranteeing that their liberty in decision making are respected, and the second is to manage the organization. According to Freeman, there are two

roles of the manager in the organization: one is to run the organization for the advantage of the stakeholders so as to guarantee that their freedom in decision making are catered for in addition to second is to act as the stakeholders' agent in ensuring the organization's existence and safeguarding the stakes of each group. The participatory factor in procurement management practices on

Performance of ward development projects from the conceptualization stage to full implementation is supported by stakeholder theory. This foundation works well with the inclusion of all stakeholders in project decision making.

Dagli (2018), noted that all stakeholders, internal and external, should be on the same page regarding the procurement process in order to improve the project's chances of success. Stakeholder theory, as proposed by Uribe et al. (2018), calls for comprehensive stakeholder involvement throughout the project lifecycle. This theory serves as an anchor in this study because it ensures that all stakeholders involved in the tendering process, supplier sourcing process, contract management, and inventory management are able to improve the success of ward development projects.

Transaction Cost Economic Theory

The transaction cost economics theory seeks to explain the existence and boundaries of a firm (Williamson, 2018). Coase (1937) developed the theory, which was further expanded by a series of seminal works by Williamson. Through a lens of choice, it provides an alternative approach to traditional mainstream economics. The approach is to look at the firm's nature and boundaries through the lens of contract, which is influenced by asset specificity, uncertainty, and transaction frequency (Williamson, 2018). According to Grover and Malhotra (2015), asset specificity and uncertainty have a positive impact on supply chain partners' intention to be long-term oriented. According to the TCE theory, there is always a transaction cost in any procurement management interaction (Grover and

Malhotra, 2016). According to Barros (2010), it is reasonable to expect suppliers to deliver subpar goods if they believe their project procurement managers are unable to detect the difference. As a result of the opportunistic behavior, the cost of monitoring the outsourced services and the quality of the delivered products rises.

The theory is concerned with the total cost of contract management, which includes contract terms and conditions, contract negotiation, and contract management between parties (Gibbons, 2015). According to the theory, contract management is minimized to reflect the most basic contract administration concerns rather than investment, ensuring that contract benefits are realized, risks are mitigated, and costs are controlled (Ketchen and Hult, 2014). This theory is crucial in the findings because contract management is critical in any procurement process for ensuring contractor or supplier performance in any project and administering the contract in a timely manner while staying within the contract price and quality.

Resource Based View

The term "strategy" refers to "the match an organization creates between its internal resources and talents; the opportunities and hazards provided by its external environment," as described by Grant (2001). Much of the literature on the strategic implications of a company's internal environment and resources has focused on questions of strategy implementation and the investigation of the organizational processes by which strategies are developed.

Many of the basic ideas in this theory are integrated into a framework for a resource-based approach to strategy creation that is proposed. Five steps make up this process of formulating a winning business strategy: assessing the company's current resource base, evaluating the company's current capabilities, calculating the potential earnings from the company's current resources and capabilities, settling on a course of action, and finally, expanding and improving the company's current pool of

resources and capabilities. Wessman (1998) argues that in order to achieve the goals of the reform, it is necessary to get funding for technical support in the form of a business plan. The government's lack of professionalism in procurement is a big cause for alarm. In many nations, the available workforce is not up to par with the demand. This is because there is a dearth of qualified procurement professionals and because those that are available are paid too little and haven't received proper training. Procurement professionalization is clearly a top need for any successful procurement system expansion in Africa. Professionalism standards for those in charge of and authorized to make purchases are not taken seriously. In many African countries, having procurement credentials is not a prerequisite for employment. Instead, they stipulate the minimal requirements for a career in the federal service as a procurement officer. In certain nations, the norm for doing procurement duties is years of experience in the field coupled with training on the job. Some say that education or experience in the field of purchasing or materials management is not necessary.

Professionals or procurement consultants, such as Crown agents, handled the purchasing for other countries. There are cases where political appointees, rather than qualified experts, have final say over whether or not an award is made. Given the foregoing, it's crucial to emphasize a fundamental aspect of the procurement reform process when public officials are conducting public procurement operations, both at the outset and on an ongoing basis. Moreover, when decentralization occurs, there is a trend for unskilled and inexperienced persons to enter the procurement area, highlighting the importance of training. Providing private sector organizations, especially small and medium-sized firms (SMEs), with access to procurement training is crucial to growing the market for such services. The legal structure necessitates, among other things, that individuals tasked with enforcing the law have clear administrative guidance on how to do so.

Governments should train up a team of capable procurement specialists who uphold high ethical standards in order to boost performance. Experts in procurement are a better choice than governments to handle purchasing. If you want to improve procurement results, you need to move the trained procurement professionals around. Without the full dedication of the government and all other parties involved in the procurement process, none of these was a success.

Supplier Performance Measurement Theory

Gordon (2008) argues that measuring suppliers' performance is more of a continuous cycle than a one-time occurrence. Since supplier performance affects a company's bottom line, getting buy-in from other departments is essential. Both the suppliers and the stakeholders who are interacting with them should be a part of the SPM process. These features are essential for any SPM software. The creation of the ward development funds program is an indication of unwavering confidence in decentralization notwithstanding the dismal (or catastrophic) results achieved by their predecessors. With the theoretical principles of decentralization in mind, how well fitted is the legal and organizational framework of the ward development funds program to the accomplishment of development goals in Kenya? This question was solved by first analyzing the ward development fund structure and then analyzing the preexisting (Chweya, 2014).

Empirical Review

The term "procurement planning" is used to describe the procedure through which a company chooses its procurement objectives, timeline, and suppliers. During the procurement preparation phase, the procurement approach is designated, and expectations for the fulfillment of procurement requirements are established. Businesses, both public and private, use procurement planning to organize their purchases for an upcoming time frame (Agaba & Shipman, 2007). According to the Economic Commission of Africa, corporations use procurement planning to acquire (procure) products

and/or services from vendors (ECA, 2003).

One of the most important aspects of procurement is the planning that goes into purchases; this can have a positive impact on how well municipal services are provided. It is the starting point for all municipal procurement and asset acquisition (Basheka, 2010). Planning, as both a concept and a function, is often discussed in the literature on management. It's a crucial part of management that supports all the others. When well-conceived and carried out, planning may be a powerful tool for maximizing the efficient collection, redistribution, and allocation of resources (James, 2004).

The process of finding reliable suppliers is essential for any business. Considering that, on average, manufacturing companies spend 55 percent of their sales on materials acquired (Leenders and Fearon, 1998), it is clear that supply chain disruptions can have a significant effect on profits. Decisions about suppliers are crucial to effective supply chain management, since they affect a manufacturer's operational strategy and financial well-being. According to Westing and Fine (1995), good supplier sourcing aids in determining which suppliers among those that claim to be able to supply actually can. Investing time and resources into finding a reliable supplier is a wise move in the long run because subsequent orders can be placed more cost-effectively and with greater trust. The positive working relationship between the procurement and the user departments is another benefit. These authors go on to say that a reliable supplier is an asset to any business that uses its services. Suppliers like these are crucial to the success of any business. Helping with product creation, cost-benefit analysis, and on-time delivery of the desired quality are all areas in which they excel and which they offer to their clients.

A company's finances might take a serious hit if it mismanages the supplies it purchases from suppliers. Considering that, on average, manufacturing companies spend 55 percent of their revenue on materials, any disruptions in supply could have a significant effect on profits (Leenders

and Fearon, 1998). According to Hendricks and Singhal (2003a), for instance, purchasing companies that report supply chain disruptions owing to supplier faults often see a 12% loss in shareholder returns. When comparing these companies' performance to their per-disruption measures, Hendricks and Singhal (2003b) discovered that the average performance was lower. The same authors also claim that choices made on where to get supplies during a single sales period can have an effect on the company's bottom line in the long run. Many retailers have the chance to turn a profit during the holiday season between the end of one year and the beginning of the next; however, if they do not make the most profitable sourcing decisions to meet customer demand, they may experience unnecessary stock-outs and lose money on opportunities missed, or they may be stuck with an excess of products that must be heavily discounted to clear shelves and save cash flow.

Chege (2013) aimed to investigate the impact of four factors—training and development, networking skills, an attitude toward gender equality, and leadership—on the success and expansion of small and medium-sized enterprises (SMEs) owned by women. Population selection in this study was based on the principle of entrepreneurship. The research design used in this study was a descriptive survey. Women business owners at Gikomba Market in Nairobi County were surveyed for this study. Proportional and simple random selection methods were used to select 357 participants for the study's sample. The data was gathered through both in-person interviews and in-depth observations. Quantitative analysis was conducted using descriptive statistics, and qualitative methods were used to derive explanations and inferences from the data through logical descriptions.

According to Chege's (2013) research, most of the small and medium-sized enterprises (SMEs) held by women in Gikomba Market are operated by trial and error, rather than through formal training and development. The financial performance and

expansion of SMEs run by women was greatly aided by training in entrepreneurship. However, the vast majority of SMEs' proprietors lacked expertise because they had never received training in entrepreneurship. Women-owned small and medium-sized enterprises (SME) benefited greatly from a plan to improve their networking abilities. Developing women entrepreneurs' networking abilities was crucial to improving the efficiency and expansion of small and medium-sized enterprises (SMES).

The impact of capacity building and manpower development efforts on employee productivity in a sample of Nigerian businesses was studied by Ojukuku (2014). A questionnaire was used to collect data from 128 managers at randomly selected businesses in South-Western Nigeria; descriptive and inferential statistical methods were used to make sense of the results. Staff performance was shown to increase significantly when capacity was increased in the selected organizations. It was determined that businesses should devote more resources to capacity building and manpower development initiatives due to the positive impact they have on improving staff members' educational backgrounds, professional experience, and managerial prowess.

When it comes to public contracts, contract administration is an important part of the Public Procurement Act. Contract management is the process of inviting bids, evaluating them, awarding contracts, putting them into action, measuring their success, and figuring out how much to pay for them. This also includes keeping an eye on linked contracts, solving associated problems, and incorporating any necessary updates or revisions to the contracts (Nyaga & Mwangangi, 2019).

The goal of contract management is to ensure that the terms and conditions of the contract are met by both parties, and to document and agree upon any changes that are necessary for the contract to be carried out as planned (Nyaga & Mwangangi, 2019). Since contract management is a process, there are goals that must be accomplished in order to reap

the rewards.

Activities including monitoring and accepting contractors, managing relationships, administering contracts, resolving disputes, and closing contracts are essential parts of the contract management process (Eriksson & Westerberg, 2017). Management of contractor acceptance entails keeping an eye on progress to ensure that everything is going according to plan and that all parties are fulfilling their obligations under the contract. Supplier performance can be enhanced through supplier development, early supplier involvement, and timely payment if the purchasing entity manages relationships within the contract (Olendo & Kavale, 2017).

METHODOLOGY

This study employed explanatory design because it shows the relationship between the independent and dependent variables. The target population was 300 respondents. The target population consisted of employees from wards in Narok County, more so those working in procurement department, senior procurement managers, ward development managers, members of the county assembly, the suppliers and contractors as well as the ward committee members who benefit from the projects. This study used Yamane Taro formula to select a sample size of 171 respondents.

Primary data was collected from respondents using a mixed method of self-administered questionnaire. Secondary data sources from relevant journals, documents, circulars, policy papers, internet, texts and previous researches gave the researcher room to make groundwork for the research. All cited sources of data were properly accredited. The study depended on primary and secondary data. The answered questionnaires were collected at an agreed time of ten days. The data collected was analyzed using descriptive statistics (frequencies and statistics) and inferential statistics. Descriptive statistics in form of frequencies, means and standard deviations was used to present the results.

Descriptive statistics was also analyzed using Likert

scale ranging from 1-5. Decision rule for the Likert questions is based on measuring the perception of the respondents. Every variable was measured using the Likert scale ranging from 1-5 where: 5-strongly agree, 4-agree, 3-neutral, 2- disagree, and 1-strongly disagree. Any mean that showed more than 3 indicated strong agreement while means of less than 3 shows strong disagreement. The regression equation were:

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

Whereby

Y = ward development projects X1= Procurement Planning

X2=Supplier Sourcing X3= Capacity Building X4=Contract Management

β_0 , β_1 , β_2 , and β_3 are coefficients of determination ϵ is the error term.

RESULTS

Descriptive Statistics

Descriptive statistics are a set of brief descriptive coefficients that summarizes a given data set, which can either be a representation of the entire population or a sample. The measures used to describe the data set are measures of central tendency and measures of variability or dispersion.

Procurement Planning

Various statements on procurement planning were identified and the respondents were asked to indicate the extent they agree with each of the identified statements using a scale of 1 to 5 where; 1= SD - Strongly Disagree 2=D - Disagree, 3=N - Neutral, 4=A - Agree and 5= SA - Strongly Agree. Mean and standard deviation were calculated for ease of comparison and generalization of findings.

From the results respondents indicated that the procurement legislations guides ward development projects expenditure which was supported by mean score of 4.26 and standard deviation of 1.15 providing that 61.43% of the respondents strongly agreed and 18.57% of the respondents agreeing. The study provided that all stakeholders are

involved in procurement planning at ward level with mean score of 4.29 and standard deviation of 0.96 indicating that 57.62% of the respondents agreed strongly and 20.00% of the respondents agreeing.

The study revealed that procurement planning is considered as a measure to utilize public resources which was supported by a mean of 3.76 and standard deviation of 1.05 indicating that 24.29% of the respondents strongly agreed and 42.86% agreeing with the statement.

The findings in the study provided that individual user needs are incorporated in procurement planning which had a mean of score of 4.47 and standard deviation of 0.91 where 66.19% of the respondents were agreeing with the statement. Further the study provided that procurement plan is based on the budget estimations where 34.76% of the respondents agreed and 50.48% of the respondents strongly agreed, with a mean score of 4.30 and standard deviation of 0.86. From the finding this implies that procurement planning enhances performance of ward development projects.

The study findings are supported by Agaba and Shipman (2007), who asserted that in the period of procurement preparation, the procurement approach is determined, and expectations for meeting procurement needs are set. Procurement planning is a strategic process employed by businesses, encompassing both public and private sectors, to effectively structure their purchasing activities within a designated future timeframe.

The present study results aligns with Robbins' (2001) who argues that procurement planning enhances the acquisition, examination, and understanding of relevant data and information, hence facilitating more effective policy development. The attainment of stated objectives in numerous African nations has been hindered by challenges related to human capacity, technological limitations, and financial constraints, hence impeding the advancement of planning efforts. The procurement planning role encompasses various

components, including organizational goals, a comprehensive strategy, and a hierarchical structure of plans aimed at facilitating the integration and coordination of activities.

Supplier Sourcing

The second objective was to find out the influence of supplier sourcing on performance of ward development projects. A scale of 1 to 5 where; 1= SD - Strongly Disagree 2=D - Disagree, 3=N- Neutral, 4=A-Agree and 5= SA- Strongly Agree. Mean and standard deviation were calculated for ease of comparison and generalization of findings.

The finding provided that the ward administrators invites all supplier to fair bidding process with a mean score of 4.10 and standard deviation of 1.10 where, 47.62% of the respondents strongly agreed and 28.10% of the respondents agreeing. The study indicated that the ward administrators selects the most responsible bidder where 46.19% of the respondents strongly agreed with a mean score of 3.49 and standard deviation of 0.72.

The study provided that the ward administrators awards contracts based on supplier capacity with a mean score of 3.97 and standard deviation of 0.94 where 30.00% of the respondents strongly agreed and 46.19 agreeing.

On the statement that there is supplier training conducted on the essence of quality service delivery it was represented with a mean of 3.21 and a standard deviation of 1.45. On the factor that there is frequent supplier appraisal was indicated with a mean of 3.11 and a standard deviation 1.41. The study revealed that supplier selection process is conducted as based on the procurement manual and public procurement and Asset Disposal Act 2015 with 70.05% of the respondents agreeing and 9.52% of the respondents agreeing. The statement was supported by mean score of 3.47 and standard deviation of 0.63. From the study, it was observed that supplier sourcing enhances performance of ward development funds.

The study results are in agreement with Westing and Fine (1995), effective supplier sourcing plays a

crucial role in assessing the capabilities of suppliers who assert their ability to provide goods or services. Allocating time and resources towards the identification of a dependable supplier is a prudent decision in the context of long-term planning, as it enables following orders to be executed in a more economically advantageous manner and fosters a heightened level of confidence. Another advantage is the favourable working connection that exists between the procurement department and the user departments. According to the writers, a dependable supplier is a valuable resource for any organization that utilizes its services. Suppliers of this nature play a pivotal role in the attainment of success for enterprises. They demonstrate exceptional proficiency in assisting with product development, conducting cost-benefit analyses, and ensuring timely delivery of products that meet the appropriate quality standards, all of which they extend as services to their clientele.

Procurement Staff Competency

The third objective was establish the influence of procurement staff competency on performance of ward development funds. The respondents were required to indicate to which extent supplier sourcing influence performance of ward development funds.

The finding provided that 49.52% of the respondents strongly agreed that Staff involved in ward development projects are frequently trained which was supported by a mean of 4.02 and standard deviation of 0.83. The study also provided that the ward administrators sets a budget for training staff on ward project management with a mean of 3.65 and a standard deviation of 0.87 where 62.38 percent agreeing to the statement. The study provided that the ward administrators motivates staff who engage on regular ward projects based trainings where 49.05% of the respondents strongly agreed and 26.67% of the respondents agreed and been supported by a mean score of 4.14 and standard deviation of 1.04.

According to the study results the respondents neither agreed not disagreed with the statement

that the procurement staff are offered with regular training in regards to ward development projects (M = 3.26, S.D. = 1.45); there is high level of employee competence which has in turn improved ward development projects performance (M = 3.28, S.D. = 1.45); A significant number of staff members need to improve on ward development project competence to avoid unscrupulous contractors of implementation of e-procurement doing poor quality work (M = 3.25, S.D. = 1.48). The finding revealed that procurement staff competency enhances performance of ward development funds.

The results are in line with Ojukuku (2014) who conducted a study on examining the influence of capacity building and manpower development initiatives on employee productivity within a selected group of Nigerian enterprises. Data was collected from a sample of 128 managers in randomly chosen enterprises located in the South-Western region of Nigeria, utilizing a questionnaire. The obtained results were analyzed using descriptive and inferential statistical techniques in order to derive meaningful insights. The selected organizations experienced a considerable boost in staff performance as a result of capacity expansion. It has been concluded that businesses should allocate additional resources towards capacity building and workforce development projects, as these endeavors have demonstrated a favorable impact on enhancing.

Contract Management

The fourth objective of study was to determine the influence of contract management on performance of ward development funds. A scale of 1 to 5 where; 1= SD - Strongly Disagree 2=D - Disagree, 3=N - Neutral, 4=A - Agree and 5= SA - Strongly Agree. Mean and standard deviation were calculated for ease of comparison and generalization of findings.

The finding provided that the supplier engaged in ward fund projects complies with contractual terms and conditions with a mean score of 3.68 and standard deviation 0.62, where 80.00% of the respondents agreed with the statement. The study further provided that the contract awarding process

is fair process to all potential bidders which had a mean score of 3.81 and standard deviation of 1.02 with of the respondents agreeing 42.86% while 25.71% of the respondents strongly agreeing to the statement that the contract awarding process is fair process to all potential bidders. The result from the table below also agreed that there is proper procedures for contract follow up and monitoring by a mean of 3.92 and standard deviation of 0.69.

The respondents generally neither agreed nor disagreed on whether there is conduction of due diligence, after tender evaluations but prior to the award of contracts. This is shown by the weighted average means of between 2.92 and 3.48 which are all close to 3. The respondents were generally neutral about the statement that there is validation or dismissal of the suppliers in pursuant to the due diligence report (M = 3.31, S.D. = 1.57); that there is concerted efforts on maintaining credibility with our suppliers paves way to strong buyer supplier collaboration initiative (M = 3.38, S.D. = 1.53). The study results noted that contract management enhances performance of ward development projects.

The study findings are in support of Nyaga & Mwangangi, (2019) the primary objective of contract management is to ensure the fulfilment of contractual obligations by all involved parties, while also facilitating the formalization and consensus on any modifications required for the successful execution of the contract management is a procedural undertaking that necessitates the achievement of specific objectives in order to attain the associated benefits.

Ward Development Projects Performance

The study's main objective is to assess the influence of the ward development projects performance. Scale of 1 to 5 where; 1= SD - Strongly Disagree 2=D - Disagree, 3=N - Neutral, 4=A - Agree and 5= SA - Strongly Agree. Mean and standard deviation were calculated for ease of comparison and generalization of findings.

The findings indicated that delay of dispute

resolutions has very high impact on ward development project timely delivery which had a mean of 4.09 and standard deviation of 1.01 with 41.90% of the respondents agreeing and 39.52% of the respondents strongly agreeing to the statement that there is very high impact on ward development project timely delivery.

The findings indicated that fluctuation costs have least implication on ward development project cost with a mean score of 3.74 and standard deviation of 0.91 where 75.71% of the respondents agreed and 8.10% of the respondents strongly agreed to the statement that fluctuation costs have least implication on ward development project cost.

The respondents moderately indicated that selection of domestic sub-contractors has least impact on quality performance had a mean of 4.36 and standard deviation of 0.93 with 26.19% of the respondents agreeing and 58.57% of the respondents strongly agreeing to the statement.

The study indicated that technical and managerial expertise has an impact on ward development projects performance with a mean score of 3.97 and standard deviation of 1.00 where 43.81% of the respondents agreed and 32.38% of the respondents strongly agreed to the statement.

The findings further indicated that actual times for completion of planned tasks against schedule greatly influence time performance with a mean of 3.7 and a standard deviation of 0.82. From the findings, the results revealed that majority of the respondent agreed that procurement practices influences performance of ward development funds.

Correlation Analysis

Correlation analysis shows the direction, strength and significance of the relationships among the variables of study (Sekaran, 2000). To establish whether there was a relationship between the variables, a correlation analysis was conducted. The correlation analysis shows the direction, strength, and significance of the relationships among the variables of the study. A positive correlation indicates that as one variable increases,

the other variables also increases. On the other hand, a negative correlation indicates that as one variable increases the other variable decreases

(Sekaran, 2003). Table 1 shows results of the correlation analysis.

Table 1: Correlation between Study Variables

	Y	X ₁	X ₂	X ₃	X ₄
Y	1				
X ₁	.646 ^{***}	1			
X ₂	.594 ^{***}	.136	1		
X ₃	.712 ^{***}	.124	.056	1	
X ₄	.412 ^{***}	.032	.001	.065	1

Note: * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

From the results in Table 1, several conclusions can be drawn. First, it has been indicated that procurement planning (X₁) is significantly and positively correlated with performance of ward development projects this is indicated by the correlation coefficient of 0.646 that is significant ($p < 0.01$). This implies that there is a strong and significant positive association between procurement planning and performance of ward development projects.

Furthermore, supplier sourcing (X₂) is positively and significantly related to performance of ward development projects as shown by the correlation coefficient of 0.594 ($p < 0.01$). This implies that there is a moderate but significant positive association between supplier sourcing and performance of ward development projects. Moreover, Table 1 shows that supplier sourcing (X₃) is also positively and

significantly correlated with performance of ward development projects with a significant correlation coefficient of 0.712 ($p < 0.01$). This implies that there is a strong positive association between supplier sourcing and performance of ward development projects. The correlation between contract management (X₄) and performance of ward development projects was found to be a significant 0.412 ($p < 0.01$). The implication here is that there is a weak but positive association between contract management and performance of ward development projects.

Regression Analysis

The regression results from the filed data are presented in the sub-sections below. Regression tests the magnitude between the variables. The results for the regression analysis are presented in Tables 2, 3 and 4 below.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Sig
1	.856 ^a	.732	.728	.000

The model summary in Table 2 above indicates that the general correlation between procurement practices and performance of ward development projects is positive and high. This is shown by the model correlation coefficient of 0.856. The

suitability of the model in predicting performance of ward development projects is revealed by the coefficient of determination (R square) value of 0.728. This implies that the 72.8% of performance of ward development projects can be predicted by

managing the procurement practices, with other factors not in the model predicting the remaining 27.2%. Further, the significance of 0.000 shows that the model is significant. The model suitability relationship in the Table 3 shows that the general

relationship between the variables is strong.

Table 3 below on analysis of variance was also extracted to show the general relationship among the variables.

Table 3: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	60.425	3	20.142	218.934	.000a
	Residual	6.773	131	.092		
	Total	67.198	134			

a. Predictors: (Constant), **X1, X2, X3, X4**

b. Dependent Variable: **Y**

The analysis of variance (ANOVA) Table 3 above shows that the model that predicts performance of ward development projects. This is based on the relatively large F-value of 218.934 that is significant.

It therefore implies that the model is a significant predictor of performance of ward development projects in Narok County.

Table 4: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		Beta	Std. Error	Beta	t-stat	
1	(Constant)	0.376	0.286		1.315	.002
	X1	0.391	0.165	0.308	2.370	.038
	X2	0.401	0.154	0.421	2.600	.021
	X3	0.296	0.106	0.207	2.792	.010
	X4	0.372	0.162	0.291	2.300	.000

Dependent Variable: **Y**

From Table 4 above, several inferences can be derived. The constant term in the regression equation of 0.376 indicates the level of performance of ward development funds. Regression results show that procurement planning affect performance of ward development funds positively and significantly ($\beta = 0.391, p = 0.038$). This implies that a unit increase in procurement planning results in a 39.1% increase in performance of ward development funds when all factors are held constant. The study findings showed that supplier sourcing has a positive significant effect on performance of ward development funds ($\beta = 0.401, p = 0.021$). This implies that when all factors are held constant, a unit increase in supplier sourcing leads to a 40.1% significant increase in performance of ward development funds.

The study revealed that procurement staff competency has a positive significant effect ($\beta = 0.296, p = 0.010$) on performance of ward development funds. This implies that holding all factors constant, a unit increase in procurement staff competency leads to a 29.6% significant increase in performance of ward development funds.

Regression results show that contract management has a positive significant effect ($\beta = 0.372, p = 0.000$) on performance of ward development funds. This implies that if all other factors are held constant, a unit increase in contract management results into a significant increase in performance of ward development funds of 37.2%.

Generally, the fitted model based on the study findings is as follows:

$$Y = 0.376 + 0.391X_1 + 0.401X_2 + 0.296X_3 + 0.372X_4$$

Where the variables are defined as:

Y– Performance of Ward Development Funds

X₁ – Procurement Planning

X₂ – Supplier Sourcing

X₃ –Procurement Staff Competency

X₄ –Contract Management

ϵ - Error term

CONCLUSIONS AND RECOMMENDATIONS

On the first variable the study concluded that procurement planning is significantly and positively correlated with performance of ward development projects. This implies that there is a strong and significant positive association between procurement planning and performance of ward development projects.

On the second variable the study concluded that supplier sourcing is positively and significantly related to performance of ward development projects. This implies that there is a moderate but significant positive association between supplier sourcing and performance of ward development projects.

On the third variable the study concluded that staff competency is also positively and significantly correlated with performance of ward development projects. This implies that there is a strong positive association between staff competency and performance of ward development projects.

Finally the study concluded that, on the fourth variable contract management and performance of ward development projects. The implication here is that there is a weak but positive association between contract management and performance of ward development projects.

The above conclusions implied that the four independent variables under this study that is procurement planning, supplier sourcing, staff competency and contract management are positively correlated with the performance of ward development projects as such their application to the ward development projects is

important and vital because it helps in the good project performance hence value for money and accountability.

The study findings clearly demonstrate that the use of sound procurement plan significantly contributes to the enhanced performance of ward development projects. This study recommends that it is advisable for the Ward Development Projects management committee to prioritize the maintenance of elevated levels of procurement plan in order to facilitate the ongoing enhancement of performance of ward development projects.

The study recommended that the management committees of the Ward Development projects should prioritize the establishment of strong supplier relationships in order to maintain consistent performance of the projects. The management should prioritize the implementation of effective supplier sourcing, assessment, and evaluation procedures.

The study recommended that stakeholders and policy makers should prioritize the implementation of procurement staff competency aimed at enhancing the quality of public procurement services. The focus of attention should be directed towards enhancing the hiring competent staff and capacity building from time to time to enhance competency.

This study recommended that it would be beneficial for the government of Kenya to develop policies aimed at ensuring effective management of contracts of the Ward Development Projects (WDP). In particular, it is recommended that the government should undertake a comprehensive evaluation and revision of contract management policies pertaining to procurement procedures, tendering methods, and the regulatory environment.

Suggestions for Further Study

The study further suggests the need for a dedicated investigation of the impact of governmental procurement methods on the performance of private initiatives. This would facilitate the

comparison of the performance of public and private projects. This would also aid in determining if there are alternative procurement processes that can be implemented by public projects in order to enhance performance.

Additionally, it is recommended that a comprehensive investigation be undertaken to

examine the impact of public procurement processes on the efficacy of non-governmental organization (NGO) initiatives. This would facilitate the process of drawing comparisons regarding performance. This would provide valuable insights into more effective procurement processes that may be implemented to enhance the performance of the Ward Development

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