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**EFFECT OF PROCUREMENT PLANNING ON SERVICE DELIVERY IN LAMU COUNTY, KENYA**

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## EFFECT OF PROCUREMENT PLANNING ON SERVICE DELIVERY IN LAMU COUNTY, KENYA

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### ABSTRACT

*Determining the impact of procurement planning on the provision of services in Lamu County, Kenya, was the primary goal of this study. The objectives of this research were to ascertain the impact of user needs identification; evaluate the impact of procurement methodology; investigate the impact of budget allocation; and, lastly, ascertain the impact of vendor selection on service delivery in Lamu County, Kenya. The study used a descriptive design. To choose a sample that is representative of the whole population, the researcher applied stratified random sampling approach. The 504 employees, who are middle- and senior-level personnel chosen from Lamu County's 11 State Corporations, were the target population. By applying the Yamane formula, the sample size of 223 respondents was established. Since all of the departments' operations, engineering, legal, finance, human resources, and procurement departments are centralized and able to supply data, questionnaires were utilized to gather primary data from each of them. Using SPSS version 24, a descriptive analysis of the data was conducted to determine the relationship between the independent and dependent variables. Multiple linear regression analysis was used to ascertain the link between the independent and dependent variables, and the Pearson correlation coefficient ( $r$ ) was used to quantify the strength of that relationship. The findings indicate that all four procurement planning variables—budget allocation, procurement methodology, user needs identification, and vendor selection—significantly contribute to predicting service delivery performance in Lamu County. The coefficients reveal positive and statistically significant relationships between each procurement factor and service delivery outcomes. Specifically, for every one-unit increase in budget allocation, effective procurement methodology, user needs identification, and vendor selection, service delivery is predicted to increase by 0.350, 0.250, 0.280, and 0.300 units, respectively. In conclusion, the findings underscore the importance of adhering to budgetary allocations and effective fund utilization for enhancing service delivery outcomes in Lamu County, Kenya. The study recommends parastatals to develop clear guidelines and frameworks for budget allocation that prioritize alignment with community needs and service delivery objectives; implement structured and transparent procurement procedures to ensure fairness, competition, and efficiency in vendor selection and to provide training and capacity-building programs for procurement officers.*

**Keywords:** Procurement Planning, Service Delivery, Budget Allocation, User Needs Identification

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## INTRODUCTION

It is widely acknowledged that procurement planning is critical, and this is especially true for big, complicated, multi-year, and/or multimillion-dollar requirements when there is a possibility of change in personnel or requirements over time, as well as increased risk and scrutiny (Kovacs, 2004). Project management experts and government departments support and encourage procurement planning because, when done incorrectly, the procurement and resulting contract can cause dissatisfaction and time-consuming detours. Additionally, when the procurement process is audited, the absence of procurement planning is typically found to be the causal factor (Agaba & Shipman, 2007).

The process of establishing long-term goals and the general course of action that the procurement function will follow to fulfill its mission is known as procurement planning. It is the act of bringing actions into alignment and consistency. Planned, budgeted, and procurement function management are achieved by converting an organization's mission, goals, and objectives into quantifiable operations (Okong'o, 2016).

Procurement Planning involves weighing choices and offering suggestions based on a range of considerations unique to the project at hand. Prime contracting, in which a major supplier manages subcontractors during the delivery process, may be included in strategic procurement plans. Furthermore, as part of the goal to efficiently manage the procurement function, annual procurement plans are used (Willy & Njeru, 2014).

The procuring entity's proposed plan for what, how, and when to acquire commodities, labor, and services for a specific fiscal year is known as the procurement plan. In order to ensure that all operations are carried out efficiently and on schedule, procurement planning is deemed to be the process of determining the demands for procurement as well as the ideal time to purchase and fund them (Ombuki, Arasa, Ngugi, & Muhwezi, 2016).

Procurement planning, according to Tadesse (2017), is a technique used by companies or government organizations to plan purchases for a specific duration. The purchasing function that an organization utilizes to get goods and services from outside suppliers is known as procurement planning, according to the Economic Commission of Africa (2013). This application makes the procurement process easier and faster while alerting firms about the procurement plans of the procuring entity for the upcoming fiscal year. Avoiding haphazard procurement and improving the government marketplace's transparency and appeal to vendors and service providers are its main goals (Mrope, 2017).

In both developed and developing nations, procurement planning is widely acknowledged to have a significant role in enabling public sector organizations to operate effectively and efficiently. Contributions to public sector management can come from both the federal and local governments. According to Waal (2012), there is no question about the role procurement planning plays in enabling public sector organizations to provide services effectively and efficiently, whether in developed and developing nations. It can help with public sector management at the levels of both the federal government and local governments. His research showed a strong correlation between service delivery and procurement strategy. These findings are contrasted with those of other studies conducted worldwide, and recommendations for management, legislation, and further study are made.

According to Gronroos (2014), monitoring the degree to which the level of service provided satisfies the expectations of stakeholders is a crucial aspect of service quality. A widely accepted interpretation of service quality states that the service must meet the requirements (Edvardsson, 2014). Research in the procurement demands sector is relatively recent, despite intense scholarly discussion and focus on problems pertaining to

comprehending service quality from the viewpoint of an external client (Gremier et al., 1994).

However, Mamiro (2010) pointed out that when services aren't provided, corruption can flourish. Three essential elements of service delivery are identified by Brinkerhoff (2014) as follows: measuring objectives and outcomes; justifying or explaining those outcomes to internal or external monitors; and penalizing non-performance or corrupt behavior. According to Artley (2014), organizations that lack performance measures in their plans, procedures, and processes perform worse and have more employee and customer turnover as well as lower performance.

A major impediment to Africa's economic growth is inadequate planning for procurement. It is evident that many African nations have already placed insufficient emphasis on managing resources appropriately (Senait, 2016). A proficient government procurement framework is essential to the advancement of African economies and reflects their genuine intention to employ public cash. Adopting a new procurement structure will improve measurement accountability and accuracy, and it will also increase public trust in their procurement service. Over time, numerous African countries have implemented policies aimed at decentralizing government tasks related to progress, development, and management. This method was recognized and approved in the 1980s (Benjamin, 2017). Public procurement systems were the norm for governments and benefiting stockholders in the 1990s, when they became customary with public procurement norms and profitability (Nyanjala, 2016).

Procurement procedures in Kenya are still rife with corruption. It raises the cost of conducting business, which raises the price of public tenders and results in subpar project execution from contractors looking to save money on bribes. It has been discovered that these illicit payoffs reduce the caliber of business and business transactions by 30 to 50%. Research indicates that the Kenyan government could save about 25% of its spending

with an efficient procurement system (World Bank & IFC, 2023).

Researchers, academicians, and policy makers in Kenya are becoming more interested in procurement planning these days (Chepng'etich, 2018). The only laws governing procurement control in the public sector at the moment are those pertaining to planning and management. It outperforms all state procurement policies and procedures in every way. It created a cutting-edge framework for procurement that enables the achievement of various objectives and promotes skill and caution in the public sector's supply and clearance. Additionally, it ensures that procurement practices are impartial, open, and free from discrimination, and it supports equitable and fair processes.

#### **Statement of the Problem**

The ultimate objective of procurement planning is to take integrated, coordinated action to quickly and affordably satisfy a requirement for products, services, or labor. In order to prevent last-minute, impromptu, or poorly organized procurement—which runs counter to open, efficient, and effective procurement—early and accurate planning is crucial. Furthermore, the majority of possible procurement process reductions are attained through advancements in the planning phases. Better procurement performance, which guarantees the effective acquisition of resources for service delivery, is dependent upon procurement planning. Procurement planning by itself, though, might not improve service delivery. Service delivery is significantly impacted by additional variables as well, including bureaucracy, corruption, resource availability, organizational structure, and tendering procedures.

Numerous studies on service delivery and procurement planning have been conducted. Otieno (2019) for example, evaluated the procurement governance practices at Nairobi City County. Budi (2022) investigated the difficulties in overseeing the procurement

procedure at Kenya Rural Roads. Wandera, Abuya, and Kiongera (2023) investigated strategic procurement planning and service delivery of County Governments in Western Kenya Region. Osemebe (2015) examined how operational management techniques affected the purchase of pharmaceuticals in underdeveloped nations using Kenya Medical Supplies Agency (KEMSA) as a case study.

These studies reveal a number of serious issues with Kenya's procurement system, including inadequate budget allocation, a lackluster relationship between expenditures and purchases, inefficiencies vendor selection, and inadequate user needs identification. This study aims to close the knowledge gap by examining the relationship between procurement planning and service delivery with reference to State corporations in Kenya. While procurement planning has been the subject of numerous studies, this aspect has been largely ignored. Therefore the study seeks to establish the effect of procurement planning on service delivery in Lamu County, Kenya.

### **Purpose of the study**

The purpose of this study was to examine the effect of procurement planning on service delivery in Lamu County.

### **Specific objectives**

The study was guided by the following specific Objectives:

- To assess the effect of budget allocation on service delivery in Lamu County, Kenya.
- To examine the effect of procurement methodology on service delivery in Lamu County, Kenya.
- To determine the effect of user needs identification on service delivery in Lamu County, Kenya.
- To assess the impact of vendor selection methods on service delivery performance in Lamu County, Kenya.

## **LITERATURE REVIEW**

### **Theoretical Review**

This study adopts four theories, including Stakeholder theory, Institutional Theory, Purchasing Portfolio Theory, and Resource Based View Theory.

### **Stakeholder Theory**

According to Plumme et al. (2008) and Freeman and Parmar (2010), the theory essentially takes into account the opinions of various stakeholders (rather than just the company's shareholders) when making decisions and concentrates on creating value for these parties. Friedman (2006) asserts that there is a definite correlation between the identification of stakeholders and the delineation of their roles.

A firm has obligations to more than simply its shareholders, according to the stakeholder theory. An organisation's goal, according to this theory, should be to maximize value creation for its stakeholders. Therefore, executives who manage for stakeholders will also maximize value creation for investors and other financiers (Freeman, 1984).

According to Freeman (2010), the organization and its stakeholders—which each company must identify—usually comprise the following: consumers, suppliers, employees, shareholders, government, and rivals. These stakeholders are also known as the organization's major variables. Evaluation of the groups affected by the firm's activities and decisions, as well as the groups that do influence the firm, is required to identify the stakeholders of an organization (Boselie, 2010).

Service delivery, which is a part of the procurement management process, and procurement planning are two facets of organizational structure and user happiness that come from effectiveness and quality. And this is where the theory comes into play. The relationship between the service provider and the Procuring and Disposing Entity (PDE) is explained by the theory. In addition to the PDE's expectations on proper

delivery methods and high-quality products or services, the supplier also anticipates prompt payment.

### **Institutional Theory**

The conventional method for analyzing certain aspects of public procurement is the institutional theory (Okinyi & Muturi, 2016). However, no one definition of "institution" or "institutional theory" is accepted by all. Lammers (2017) asserts that institutions are made up of cultural, cognitive, and regulative components that, when combined with related resources and activities, give life purpose. The three pillars of institutions—regulatory, cultural-cognitive, and normative—are described by the author. The regulatory pillar places a strong emphasis on using laws, rules, and penalties as a means of enforcement, with the goal of ensuring compliance based on necessity.

The social duty that serves as the foundation for compliance is the normative pillar, which discusses norms (the way things should be done) and values (the preferable or desirable). The mutual comprehension (common beliefs, symbols, shared understanding) is the foundation of the cultural-cognitive pillar. According to Altayar (2018), firms are institutional structures that are social and cultural and have direct ties to their surrounding contexts. Firms are social and cultural entities, and as such, they are compelled by external surroundings to adopt norms and practices (Shibin et al. 2020). Top management behavior of a company is influenced by a social reality that results from the laws, customs, and values that shape the community in which the company functions.

### **Purchasing Portfolio Theory**

Kraljic (1983) first proposed this idea, which is applied in supply and purchasing management. He insists that supply management should incorporate purchasing. He created a useful portfolio technique in this context to determine an all-encompassing supply plan. The Kraljic technique entails creating a portfolio matrix that divides goods and services into two categories: supply risk and profit effect

(Montgomery, Ogden & Boehmke, 2018). Different supplier management strategies are needed for each of the two categories. By using target price, tendering, product substitution, and other strategies, leverage items enable the purchasing business to fully utilize its purchasing power (Mello, 2017). Routine items are low-value and regularly ordered, which results in high transaction costs.

### **Resource Based View Theory**

Prominent proponents of the RBV included Bain (1968) and Porter (1985). It was created as an addition to the business organization approach. The structure of an industry serves as a proxy for the drivers of a company's success, according to the industrial organization view, which centers on the structure-conduct-performance paradigm. The RBV, in contrast, aims to explain why companies within a given industry might fare differently and specifically looks for internal sources of sustainable competitive advantage. Because of this, the RBV enhances the industrial organization method rather than substitutes it (Peteraf & Barney, 2003). Two assumptions are made in the analysis of the causes of competitive advantage by Peteraf and Barney (2003).

In the first place, this model makes the assumption that companies within a strategic group or an industry may differ in the range of resources they manage. According to D'Oria et al.(2021), the fact that resources used to implement business strategies are not entirely convertible between organizations, it also suggests that resource heterogeneity would persist over time. Hence, a resource bundle cannot provide a competitive advantage unless its resources are heterogeneous, or distinctive.

Advocates of RBV assert that resources that are rare, unique, incomparable, and non-transferable can yield excellent results, giving the company a sustained edge over competitors. The utilization of the firm's residual value model (RBV) is a suitable method for examining competitive dynamics, wherein resources refer to both tangible and intangible assets that are linked to the

organization in a semi-permanent way. These assets include technological, human, and physical qualities. Because resources by themselves are insufficient, RBV theory presents a class of capabilities that come from intricate patterns of resource transfers and coordination (Wong & Karia, 2010).

According to RBV, qualities and resources can often work better together and have greater potential value. According to Holdford (2018), companies possess several kinds of resources, and over time, superior performance and competitive advantage are created by how well they demand, develop, keep, package, and use these resources. Therefore, the principles of RBV stipulate that assets and competencies, like a collection of assets, should be noteworthy, uncommon, distinct, and useful for the firm (Holdford, 2018). To provide long-term competitive advantage, a company can, for instance, have additional assets that are optimized.

This theory explains how a company's service delivery and procurement strategy are related. It plays a pivotal role in elucidating how companies can leverage exceptional procurement practices as sources of competitive advantage and competences to enhance service delivery, especially when combined with firm-allotted resources. The organization's competitive edge in service delivery can be translated into quality, efficiency, and effectiveness when it comes to procurement planning personnel, who are the resources that must be employed in this process. Consequently, the procurement portfolio, policies and guidelines, logistics administration, and budgetary practices are impacted by this hypothesis (Paulraj, 2011).

## **Empirical Review**

### **Budget Allocation and Service Delivery**

Scott and Enu-Kwesi (2018) conducted a study to examine the function of budgeting in Ghana's district assembly in terms of service delivery. The study used a mixed-method research design in which qualitative and quantitative data

were collected via questionnaires, interviews, focus group discussions, and document analysis. To choose questionnaire respondents, key interview informants, and focus group discussion members, the study used multistage sampling. Thirty-four out of the 170 district assemblies that existed in 2008 were sampled. The study involved 612 District Assembly (DA) officials, 1020 individuals, 28 national/regional authorities, and 20 focus group participants. While qualitative data were analyzed thematically, quantitative data, measured using scaled-items, were analyzed using regression and descriptive statistics. The results demonstrated that while district assembly officials evaluated service delivery as adequate, voters gave it low ratings. The study found that budgeting procedures significantly improved the provision of services. The study's conclusions have a big impact on scholars, public administrators, and citizens because they show how important it is to have sound budgeting procedures in place for public sector decentralized governments and agencies to be able to provide the public with satisfactory services, especially in the context of Africa.

Kakai and Mukono (2022) carried out an investigation to determine how allocation affected Kenyan governmental organizations' procurement procedures budget. Resource Based Theory served as the study's foundation and a descriptive research approach was chosen. The forty-odd chief registrars, court registrars, deputy registrars, directors, and deputy directors in the judiciary were the study's targeted population. The complete population of the forty respondents was used in the study, which employed a census technique. Furthermore, the tools used for gathering data included both questionnaires and interview guides. The Pearson's Correlation Coefficient of  $r = 0.798$ ,  $p$ -value 0.0001, which measures correlation strength, showed a positive relationship between budget allocation and budget usage. Per Pearson's Correlation Coefficient of  $r = 0.608$ ,  $p$ -value 0.0001, the results showed a favorable relationship between the procurement process and budget

utilization. The findings of the regression analysis showed that there is a strong and positive correlation between the judiciary's budget use and the procurement and budget allocation processes. According to the report, a taxonomy that facilitates stronger connections between financing initiatives and policy priorities should be used. The report also suggested that the budget should include clear information on every facet of judicial policy. To ensure that laws and internal controls are followed correctly, oversight needs to be strengthened.

With Nairobi City County as a case study, Apiyo and Mburu (2014) examined the variables impacting procurement planning in Kenyan county governments with the intention of providing suggestions for efficient procurement planning. The goal of the study was to ascertain how procurement planning is influenced by staff competency, budgeting processes, ICT tools, and management support. Questionnaires were distributed to each of the 103 procurement department employees as part of a census. Through self-administered questionnaires, data was gathered. A combination of qualitative and quantitative methodologies was used to analyze the collected data. The study found that buy planning was impacted by ICT tools, budgeting processes, insufficient procurement personnel competencies, and a lack of leadership support. Lastly, the study suggested that more research be done in other nations to see whether the same results might be obtained.

Otieno (2016) endeavored to pinpoint the factors affecting procurement planning in public secondary schools within Migori County. The study aimed to evaluate how staff competency, budgeting procedures, cost estimation, and ethical procurement practices influence procurement planning in the public secondary schools of Migori County. Data were gathered through the utilization of self-administered questionnaires distributed to 176 individuals occupying various roles including principals, deputy principals, and heads of departments, bursary recipients, and clerks in public secondary schools. A total of 123 secondary

schools made up the study's sample. Multiple regression analysis and descriptive statistics were employed to assess the data, and the consensus method was used to select schools across different sub counties. The results showed that cost estimation, budgeting procedures, personnel competency, and moral procurement practices all affected secondary school procurement planning.

#### **Procurement Methodology and Service Delivery**

The impact of procurement practices on the performance of New York-based enterprises was investigated by Arrowsmith and Hartley (2016). Examining how supplier engagement and procurement procedures affect performance was the goal of the study. The research employed a correlation design. Descriptive statistics, specifically mean and percentage were utilized to analyze the obtained data. The study concluded that organizations must buy items using appropriate procurement strategies. The procurement method involves procedures used in the acquisition of products. According to Sagimo (2012), the procurement method is a strategy of values and knowledge that involves a shared base of purchasing. The procurement technique influences most aspects of an organization, such as how, when, and who makes choices and distributes goods and services inside the business.

Simatupan (2015) looked into how Indian companies' performance was affected by their buying policies. The purpose of the study is to look into how procurement procedures affect business performance. A descriptive research design was employed in the study. A sample of twenty-two companies was included, and twenty-two respondents received the questionnaire. Data analysis was described using descriptive statistics. Firm performance was connected with procurement techniques. Therefore, by identifying the ideal supply of goods and services, procurement processes enhance the performance of the supply chain.

Research on how procurement strategies affect Pakistani chemical companies' purchasing



performance was done by Hassan, Habib, and Khalid (2014). This study looked at how Pakistani chemical companies' purchasing practices were affected by procurement processes. Data from the study was gathered, examined, and published in procurement reports. The investigation was carried out across six industries. We looked at the provided data using multiple regression analysis. Performance and procurement strategies have a significant correlation, according to the statistics. Building trust is connected to supplier parties, procurement processes, and other factors. In their purchasing procedures, suppliers and buyers are at ease and confident.

### **User Needs Identification and Service Delivery**

The identification of customer needs has gained global recognition as a crucial component for improving service delivery in a variety of areas. A critical phase in the supplier sourcing process is determining what is needed for purchase. It entails specifying the products or services, their quantity, timing, and suppliers that your company needs. The study carried out by Raji et al. (2022) investigated the function of user needs assessment in the public sector across several nations, such as the US, UK, and Canada. According to their research, nations with established methods for figuring out what users need—like frequent surveys and feedback systems—reported much better levels of operational effectiveness and customer satisfaction. The results underscored the significance of integrating user feedback into the processes of designing and delivering services in order to guarantee that they fulfill the genuine needs of the populace.

Zahari and Haliza (2019) carried out a study on the identification of need in capital asset procurement with a particular emphasis on the defense industry. According to the survey, procurement's main goals are to make sure the proper product is acquired in the right quantity. The study looked at the procedures that are currently in place for procurement and investigated the requirements for determining needs prior to

beginning procurement. The researchers looked at the procurement process in the Defense environment using qualitative techniques like semi-structured interviews and document analysis. The results showed that before deciding which capital assets to buy, the present procurement procedure should incorporate idea and requirement analysis. By ensuring that all requirements are taken into account when acquiring new capital assets, this integration would assist ministries and other government bodies. Nevertheless, prior to decision-making, the framework does not include a comprehensive idea and requirement analysis step. This oversight may result in ineffective operations and purchases that fall short of organizational requirements. By ensuring that needs and requirements are precisely specified and in line with strategic objectives before any procurement activities are taken, closing this gap would improve the procurement process.

Mensah and Tuo (2013) carried out research to assess how purchasing procedures affected performance in Ghana's public sector. With a focus on Kumasi Polytechnic and Komfo Anokye Teaching Hospital, the research specifically sought to ascertain whether these purchasing procedures support high performance, pinpoint the difficulties public institutions encounter in relation to these procedures, and investigate the connection between purchasing procedures and organizational performance. Fifty-five respondents were surveyed and interviewed as part of the study in order to collect data. The results showed that both institutions followed the public procurement rules for material acquisitions, demonstrating the importance of purchasing processes for organizational success. The study did, however, also identify a number of difficulties with these procurement procedures. The Public Procurement Act 2003 (Act 663), which governs the present procedures, is criticized for being overly strict and unyielding. The efficacy and efficiency of procurement procedures are hampered by this rigidity. According to the research, this Act has to be

reviewed in order to implement more flexible procurement practices. It also advocates using e-procurement to simplify the procurement process, cut costs, and make it easier to obtain goods.

### **Vendor Selection Methods and Service**

Shil (2009) conducted research on the importance of vendor selection methodology in supply chain management literature, highlighting its vital role due to technology improvements in industrial processes. The study focused on two major areas: identifying variables that influence vendor performance and selecting the best technique. According to the findings, vendor selection is an important decision for supply chain managers, particularly as manufacturing technology advances. The majority of research in this field focuses on the first vendor selection. When a steady supply of materials is needed, it is typical to have a list of specialized vendors when using advanced production technologies like lean manufacturing or just-in-time (JIT). For businesses with well-established supplier networks, the research offers insights into the process of choosing providers from internal databases. By using several analytical techniques, the decision-making process is improved and the best vendor is chosen

Odhiambo (2015) carried out a study on supplier selection, supplier selection criteria, and the connection between procurement success and supplier selection are all covered in this paper. Descriptive survey design was employed in the research to ascertain Nairobi County's supplier selection criteria. Out of the 500 responders on the list, 150 respondents made up the sample size. Questionnaires were used to gather data from the field, which was then examined using Excel and SPSS before being shown in tables and figures. Questions about the primary data were used in the collection process. The degree of agreement or disagreement with the selection criteria was gauged using a five-point Likert scale. The majority of respondents, according to the study, agreed with the Nairobi County selection criteria. The survey also showed that, out of all the variables used, the

most crucial one was cost. The results further showed that the supplier selection criteria and procurement performance had a significant relationship since the independent variables (cost, organizational and supplier profile, quality assessment, service levels, and pvalue) were statistically significant at the 95% confidence level.

Taherdoost and Brard (2019) examined the methods and criteria used in supplier selection, highlighting the process's significance to the performance of businesses. Because it entails finding, assessing, and signing contracts with suppliers—which can involve large financial outlays and have an impact on organizational success—selection of suppliers is vital for businesses. Minimizing purchase risk, maximizing total value, and promoting long-term partnerships between buyers and suppliers are the three basic goals of the supplier selection process. This paper presents a summary of supply chain management research, with an emphasis on supplier selection criteria and assessment techniques, especially multi-criteria decision-making. It attempts to provide businesses with clarity on the supplier selection procedure so they may become more successful and competitive. Businesses looking to improve their supply chain management procedures must comprehend the supplier selection process. Organizations can make well-informed decisions that minimize risks and increase value by implementing structured decision-making procedures and taking into account both qualitative and quantitative factors

### **Service Delivery**

Gikunda (2018) investigated the impact of procurement planning on service delivery in Kenyan state companies, using the Kenya Agricultural and Livestock Research Organization as a case study. Ninety people were the study's target group, and they included the Kenya Agricultural and Livestock Research Organization's financial and procurement officers. The study came to the conclusion that procurement planning significantly and favorably improved the quality of services provided by state businesses in Kenya. The study also found a

favorable and significant relationship between service delivery and the procurement portfolio. The study also found a favorable and significant relationship between service delivery and procurement policies and procedures.

A study was carried out by Lawino and Arinaitwe (2023) to assess the impact of procurement strategy on service delivery. Examining the connection between service delivery and procurement planning was one of the study's goals. Research methodologies that were both qualitative and quantitative were used. There were thirty people in the study population, and a sample size of thirty was chosen using a straightforward random sampling procedure. Tables with the data were used for analysis; frequency and percentage were used, and the findings were used to interpret the data. Procurement planning and service delivery have a strong and significant association, as indicated by the relationship between their roles, as indicated by  $r=0.95$ . The results of the study show that there is a substantial and favorable association between service delivery and procurement strategy. The 0.000 level of significance is applied to the purchase planning process, which is represented by an  $r$  value of 947, an  $r$  value of 989, and a final  $r$  value of 971. Moreover, it may be said that among the three concepts included in procurement plans, procedures, and values.

Rono (2013) carried out research to determine the variables influencing service provision and the connection between service provision and procurement planning in Kenyan State Corporations. Using questionnaires, primary data was gathered from the State Corporations' executive directors and senior managers. Frequencies, means, standard deviations, and percentages were used to analyze the data. According to the study, corruption, the government's investment climate, the difficulty of finding enough skilled labor to meet the growing needs of the local population, the difficulty of finding the right service provider with the necessary

equipment, and the difficulty of finding better infrastructure—such as roads and electricity. The study suggests more research on the necessity for governments to prioritize the sector's effectiveness by implementing political and social economic changes that would enable State Corporations to offer services and plan procurement effectively. According to the study, State Corporations that provide service delivery must have an efficient procurement planning system in place.

## METHODOLOGY

The study adopted descriptive research study design. The target population comprised of 504 procurement staff members, including both managerial and non-managerial roles, across 11 parastatals in Lamu County. A sample size of 106 was determined using the Yamane method. Stratified random sampling was utilized to ensure equitable representation of the respondents and eliminate bias. Data analysis was conducted utilizing the statistical software SPSS version 28.

Regression analysis was used to ascertain the predictive relationship between dependent and independent variables, with results being presented in tabular form alongside percentages. The regression model adopted the following structure:

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Where: Y –Service Delivery

$\beta_0$  = is y intercept or y-axis when x is 0,

$\beta_1, \beta_2, \beta_3, \beta_4$  – regression (beta) weights associated with independent variables

$X_1$ =Budget Allocation

## FINDINGS & DISCUSSION

### Response Rate

The response rate for the study was 86.79% which shows that majority of the respondents were confident with the nature of the study as shown in Table 1.

**Table 1: Response Rate**

State Corporation Name	Sample Size	Responses	Response Rate
Kenya Ports Authority (KPA)	11	8	72.73
Kenya Power and Lighting Company (KPLC)	8	6	75
Kenya Revenue Authority (KRA)	11	9	81.82
Kenya Wildlife Service (KWS)	10	9	90
National Hospital Insurance Fund (NHIF)	9	9	100
Kenya National Highways Authority (KeNHA)	8	8	100
National Environmental Management Authority (NEMA)	10	9	90
Kenya Maritime Authority (KMA)	9	9	100
Lamu Port-South Sudan-Ethiopia-Transport (LAPSSSET)	10	8	80
Kenya Airports Authority (KAA)	10	8	80
National Cereals and Produce Board (NCPB)	10	9	90
<b>Total</b>	<b>106</b>	<b>92</b>	<b>86.79</b>

Among the 106 survey questionnaires that were issued, 92 were returned. Consequently, the valid response rate was 86.79, which was sufficient for data processing and analysis. Kothari (2019) suggests that a response rate of 50% is considered adequate, 60% is viewed as good, and 70% or higher is considered excellent. Consequently, this response rate was deemed excellent and suitable for the study.

#### Descriptive Statistics for the Study Variables

The respondents were questioned about how much they agreed with certain points about the

effect of budget allocation on service delivery in Lamu County, Kenya.

A Likert scale with five points—five for strongly agreeing, four for agreeing, three for being undecided, two for disagreeing, and one for strongly disagreeing was used to guide them.

#### Budget Allocation

The first objective sought assesses the effect of budget allocation on service delivery in Lamu County, Kenya. The results are presented in Table 2.

**Table 2: Budget Allocation**

Statement	Weighted Mean	Standard Deviation
The percentage of allocated budget significantly influences service delivery in Lamu County.	0.13	1.47
Adherence to budgetary allocations has a positive impact on service delivery in Lamu County.	4.41	1.31
Budget allocation plays a crucial role in enhancing service delivery in Lamu County.	0.13	1.22
Effective budget allocation ensures the provision of quality services in Lamu County.	4.57	0.89
Inadequate budget allocation hampers the delivery of essential services in Lamu County.	0.33	0.85
Proper utilization of allocated funds is essential for improving service delivery in Lamu County.	3.46	0.88

According to Table 2, respondents' opinions on how budget distribution affects service delivery in Kenya's Lamu County are divided. Although perspectives on the importance of budget percentage and appropriateness vary, there is

unanimity regarding the positive impact of sticking to budgetary allocations and good fund use in guaranteeing the delivery of quality services. The respondents overwhelmingly concur that service delivery is positively impacted by adherence to

allotted budgets, with a weighted mean of 4.41 and a standard deviation of 1.31.

On the other hand, the weighted means of 0.13 for the statements about the percentage of funding allotted and its critical role in improving services showed disagreement among respondents, with standard deviations of 1.47 and 1.22, respectively, revealing differing opinions. With a weighted mean of 3.46 and a standard deviation of 0.88, there is moderate agreement, indicating a more balanced viewpoint, that appropriate budget utilization is necessary for service enhancement. The findings highlight the intricate relationship between financial constraints and service delivery, underscoring the significance of comprehending and considering many perspectives in order to maximize service results within the area.

The study also aimed to determine the respondents' opinions regarding the efficacy of Lamu County's budget allocation procedure in fulfilling community needs. The results demonstrate that there is a perception of some inefficiency with the current budget allocation procedure in Lamu County. Although funds are allotted to a number of sectors, such as infrastructure, healthcare, education, and agriculture, there are issues with transparency and priority. In light of this, one respondent stated:

*"The budget allocation process feels disconnected from our needs. While there are allocations for different sectors, it often seems like decisions are made without consulting us. Our priorities might not always align with what's being funded"* (Respondent One)

This response raises questions about how transparent and successful the budget allocation procedure is. It raises the possibility of discrepancies between the amount of money allotted and the demands of the community, suggesting a possible gap between the requirements as stated in the budget and the real procedure. Wilson (2021) discovered that most community members typically feel their needs are

not sufficiently met and that resources are not distributed where they are most needed. These findings are consistent with Wilson's findings.

Additionally, the respondents provided examples of how budgetary allocations have directly impacted service delivery in Lamu County, either positively or negatively. According to the findings positive impacts include improvements in healthcare facilities and infrastructure development in certain areas. For instance, the construction of new roads and schools has enhanced accessibility and education outcomes. However, negative impacts include instances where allocated funds were mismanaged or embezzled, leading to stalled projects and deteriorating service delivery. These findings concur with the findings by (Lemarleni et al. 2017) who found that budget allocation and procurement processes have a positive and significant relationship with budget utilization. Thus, sticking to budgetary allocations ensures effective fund utilization in the delivery of quality services.

In addition, the participants offered recommendations for mitigating the unfavorable opinion held by the community. They believed that making the budgeting process more transparent and involving the community would guarantee that money are distributed in accordance with actual requirements in the neighborhood. To stop financial mismanagement, there should also be systems in place for accountability and oversight. Strict sanctions for corruption and financial management training for county authorities are also advised. To this end, one of the respondents said:

*"We need more transparency and community involvement in the budgeting process. Our suggestions should be considered, and there should be strict oversight to prevent corruption. Training for officials and penalties for misuse of funds are necessary"* (Respondent Two).

### **Procurement Methodology**

The second objective sought to examine the effect of procurement methodology on service

delivery in Lamu County, Kenya. The results are presented in Table 3.

**Table 3: Procurement Methodology**

Statement	Weighted Mean	Standard Deviation
The procurement methods used in Lamu County are efficient and effective in improving service delivery.	4.20	0.90
Delays in procurement processes negatively affect service delivery in Lamu County	3.80	1.10
Proper procurement methodology ensures the timely provision of services in Lamu County	4.10	0.95
Effective procurement processes contribute to the accessibility of services in Lamu County	4.40	0.85
Inefficient procurement methods hinder the delivery of quality services in Lamu County	2.90	1.20
Streamlining procurement procedures is crucial for enhancing service delivery in Lamu County	4.50	0.80
<b>Average</b>	<b>3.983</b>	<b>0.967</b>

According to Table 3, the participants believe that procurement procedures have a substantial influence on the provision of services. Statements about the timely provision of services (4.100), the efficiency and effectiveness of procurement procedures (4.200), and the contribution of efficient procurement processes to service accessibility (4.400) all showed high weighted means. A weighted mean of 4.500 indicates that respondents likewise strongly agreed that improving service delivery requires streamlining procurement procedures. On the other hand, it was observed that ineffective procurement techniques impeded the provision of high-quality services (2.900), and that delays in the procurement process had a detrimental impact on service delivery (3.800). With considerable variation in attitudes regarding particular areas, the average weighted mean of 3.983 and standard deviation of 0.967 indicate that procurement methodology's involvement in enhancing service delivery is generally seen as good.

The interview questions show that the respondents highlighted challenges like slow procurement processes and favoritism, which impact service delivery negatively. Delays and compromised quality result in dissatisfaction among

residents and hinder development initiatives. One of the participants said:

*"One major challenge is the slow procurement process, which delays project implementation. Additionally, there's sometimes favoritism in supplier selection, leading to inflated costs and poor-quality services. These issues ultimately affect service delivery as projects take longer to complete, and quality may be compromised"* (Respondent Three).

Additionally, the respondents listed the precise procurement techniques that had improved service delivery the most. They cited open bidding procedures and community involvement as effective procurement strategies. These strategies encourage responsibility, reasonable pricing, and prompt delivery, which improves service results. In light of this, a respondent stated:

*"Transparent and competitive bidding processes have been effective in ensuring fair pricing and quality services. Also, engaging local suppliers and contractors has helped boost the local economy and ensure timely project completion. These methods foster accountability and encourage better performance"* (Respondent Four).

The respondent also mentioned how they believed the procurement process should be

enhanced to guarantee Lamu County service delivery that is more prompt and effective. They recommended improving procurement approach by training, strengthening accountability, and simplifying processes. In light of this, a participant stated:

*"Streamlining procurement procedures and reducing bureaucratic hurdles would speed up the process. Emphasizing accountability and transparency in supplier selection and project monitoring is crucial. Additionally, providing training for procurement staff can improve efficiency"(Respondent Five).*

These measures aim to reduce delays, prevent corruption, and ensure that resources are effectively utilized for service delivery in Lamu County. This finding is in agreement with the finding by Simatupan (2015) who found that in India, procurement processes enhance the performance of the supply chain. Similar findings were made by Hassan, Habib, and Khalid (2014) in Pakistan, who discovered a strong association between

procurement techniques and service delivery. As a result, they concluded that governments must engage pro-actively to address corruption. This entails putting Public Financial Management (PFM) reforms into place to guarantee equitable and transparent procurement procedures as well as the accountability of public works personnel for any instances of misbehavior or misappropriation. Additional preventive actions include enacting laws that are already in place and putting in place safeguards for whistleblowers, transparency portals, and anti-corruption organizations. It is imperative for governments to foster a culture of ethics among their workforce and guarantee that procurement choices are made in a transparent manner.

#### User Needs Identification

The third objective sought to determine the effect of user needs identification on service delivery in Lamu County, Kenya. The results are presented in Table 4.

**Table 4: User Needs Identification**

Statement	Weighted Mean	Standard Deviation
Mechanisms for identifying user needs contribute significantly to improving service delivery in Lamu County.	4.40	0.85
Adequate stakeholder involvement ensures that service delivery meets the needs of the community in Lamu County.	4.30	0.90
Proper identification of user needs is essential for delivering tailored services in Lamu County.	4.50	0.80
Lack of user needs identification leads to mismatched service provision in Lamu County.	2.80	1.15
Regular feedback mechanisms help in continuously improving service delivery in Lamu County.	4.20	0.95
Addressing user complaints promptly enhances overall service delivery in Lamu County.	4.40	0.85
<b>Average</b>	<b>4.10</b>	<b>0.92</b>

Table 4 indicates that identifying user needs is thought to be essential for improving service delivery. There was substantial agreement on the value of stakeholder involvement, regular feedback systems, and mechanisms for determining user needs, as evidenced by the high weighted means

(4.400, 4.300, and 4.200, respectively). The respondents' consensus was reflected in the highest weighted mean of 4.500 and low standard deviation of 0.800, indicating the importance of accurately identifying user wants. Furthermore, it was found that swiftly responding user concerns had a positive

impact on service delivery, as seen by its high rating (mean of 4.400). On the other hand, it was accepted that mismatched services resulted from a failure to identify user wants (mean of 2.800); a greater standard deviation of 1.150 suggested a wider range of perspectives. Ultimately, even though opinions on some elements varied, the average weighted mean of 4.100 and standard deviation of 0.917 indicate an overall good perception of the impact of user requirements identification in improving service delivery.

The respondents also mentioned that they thought Lamu County's service delivery strategy currently identified and took user demands into account. Concerns concerning the efficacy of identifying user demands in service delivery planning were raised by the respondents. To this end, one of the participants said:

*"User needs identification is somewhat lacking. While there are efforts to gather input from the community, it's not always effectively incorporated into planning. Often, decisions are made without considering the actual needs of the people, leading to gaps in service delivery" (Respondent Six).*

This research suggests that inadequate integration of community feedback could result in services that fall short of residents' needs. The participants continued by giving examples of situations in which including stakeholders in the process of determining user demands resulted in noticeable advancements in Lamu County's service delivery. They underlined that incorporating the community in needs assessment guarantees services are customized to meet their needs, resulting in more successful outcomes. In light of this, one of the attendees stated:

*"In cases where community members were actively involved in identifying needs, we've seen tangible improvements. For instance, the construction of a new health center in a remote village was initiated*

*based on community input, resulting in better access to healthcare services" (Respondent Seven).*

In addition, the participants provided tactics that may be employed to improve the recognition and order of user requirements in Lamu County, which would ultimately result in improved service delivery outcomes. A participant stated:

*"Regular community forums, surveys, and consultation meetings can help gather input from residents. Additionally, establishing feedback mechanisms and involving community representatives in planning committees can ensure that user needs are prioritized and incorporated into service delivery planning" (Respondent Eight).*

These approaches ensure that services are responsive to community requirements, leading to improved service delivery outcomes in Lamu County. The findings are in line with those of Gatobu (2020), who discovered that the procurement process starts when the user needs are identified as it significantly enhance service delivery. Procurement is essentially the process that businesses use to find, purchase, and oversee the products and services needed to run their businesses. This is essential to making sure a firm runs smoothly and effectively and includes anything from office supplies to manufacturing components.

The procurement process comprises multiple essential processes, including needs analysis, supplier sourcing, contract negotiations, and supplier relationship management. Beyond simple purchase, effective procurement is now a strategic activity with an emphasis on supply chain risk management, quality assurance, and cost optimization (PPDA, 2015).

### **Vendor Selection**

The fourth objective sought to assess the impact of vendor selection methods on service delivery performance in Lamu County, Kenya. The results are presented in Table 5.

**Table 5: Vendor Selection**



Statement	Weighted Mean	Standard Deviation
Transparency and fairness in vendor selection positively affect service delivery in Lamu County.	4.50	0.80
The diversity of vendors enhances competition, leading to improved service delivery in Lamu County.	4.20	0.90
Rigorous criteria for vendor selection ensure the engagement of qualified service providers in Lamu County.	4.60	0.75
Inadequate transparency in vendor selection processes undermines public trust in service delivery in Lamu County.	2.80	1.10
Inclusive vendor selection processes promote equitable access to opportunities in Lamu County.	4.30	0.85
Regular review of vendor selection criteria ensures alignment with evolving service delivery needs in Lamu County.	4.40	0.85
<b>Average</b>	<b>4.13</b>	<b>0.88</b>

The results of Table 5 demonstrate that the strategies used for vendor selection significantly affect the quality of service provided. High weighted mean statements indicate strong agreement that thorough and open vendor selection procedures improve service quality. Examples of these statements are "Qualified service providers are engaged through rigorous criteria for vendor selection" (4.60) and "Transparency and fairness in vendor selection positively affect service delivery" (4.50). Furthermore, the significance of fair and competitive practices is underscored by the emphasis on diversity and inclusivity, as demonstrated by high means for statements such as "Equitable access is promoted by inclusive vendor selection processes" (4.30) and "The diversity of vendors enhances competition." On the other hand, the negative effect of opacity in the selection process is shown by the lower mean for "Inadequate transparency in vendor selection processes undermines public trust" (2.80). With an overall weighted mean of 4.13, the results collectively indicate that thorough, equitable, and transparent vendor selection procedures are essential to enhancing service delivery and upholding public confidence.

In addition, the findings show that there were varied responses concerning transparency in the vendor selection processes in Lamu County. To this end, one of the respondents said;

*"The vendor selection processes vary. While some are transparent and fair, others seem to lack transparency, with allegations of favoritism. It's essential for the county to ensure fairness and transparency in vendor selection to build trust and confidence among stakeholders"*

Transparency and fairness are crucial for building trust and ensuring that resources are allocated efficiently. To this end, the participants provided examples of vendor selection criteria that have been particularly effective or ineffective in ensuring high-quality service delivery. One of the participants said:

*"Criteria like past performance, technical capabilities, and compliance with procurement regulations have been effective. However, subjective criteria or lack of clear evaluation methods can lead to unfair practices. Implementing standardized evaluation criteria and ensuring clear documentation of the selection process can improve transparency and fairness."*

While highlighting useful criteria such as prior performance, respondents also pointed out the necessity of standardizing evaluation techniques. To increase fairness, the participants advised that the selection process be transparent and that all documents be clear.

Respondents also emphasized the benefits of diversity and competitiveness in vendor selection.

They pointed out that encouraging local participation and promoting open competition can enhance service delivery outcomes by fostering innovation and competitive pricing. To this end, one of the participants said:

*"Diversity and competitiveness encourage innovation and ensure competitive pricing, leading to better service delivery. Encouraging more local participation and promoting open competition through public tenders can enhance diversity and competitiveness. Additionally, providing capacity-building support for local vendors can level the playing field."*

The results corroborate those of Wachiuri (2019), who discovered that an organization's operations can be directly impacted by the vendor's

quality of goods and services. Poor-quality products and services can result from selecting the incorrect vendor, which can cost more money, lose you customers, and reduce productivity. Finding vendors who satisfy quality standards can be aided by a carefully thought-out vendor selection process.

### Service Delivery

The respondents were asked to provide their level of agreement on issues pertaining to service delivery among parastatals in Lamu County. The results are presented in Table 6.

**Table 6: Procurement Service Delivery**

Statement	Weighted Mean	Standard Deviation
Timeliness of service provision in Lamu County is rated highly.	4.40	0.850
Quality of service provision in Lamu County is considered to be of a high standard.	4.50	0.800
Services in Lamu County are easily accessible to the public.	3.90	0.950
Continuous improvement initiatives enhance service delivery outcomes in Lamu County.	4.20	0.900
Collaboration between stakeholders is essential for ensuring comprehensive service delivery in Lamu County.	4.30	0.850
Accountability mechanisms play a crucial role in maintaining service delivery standards in Lamu County.	4.40	0.850
<b>Average</b>	<b>4.283</b>	<b>0.867</b>

Table 6 reveals an average weighted mean of 4.283, indicating that Lamu County's service provision is generally scored quite highly across the evaluated parameters. In particular, comments about the caliber of services rendered, promptness, stakeholder collaboration, and accountability systems all scored highly, with weighted means ranging from 4.2 to 4.5. This shows that respondents as a whole generally agree that service delivery in Lamu County is of a high caliber and benefits from efficient systems of accountability and collaboration. On the other hand, the somewhat lower weighted mean (3.900) for service accessibility points to potential areas for development in terms of making sure that the

general public can easily access services. Furthermore, a substantial degree of variety in respondents' evaluations across the evaluated dimensions is shown by the average standard deviation of 0.867, suggesting that opinions about service delivery in Lamu County are not all the same.

Additionally, respondents identified strengths such as basic service availability but also noted weaknesses like infrastructure deficits and bureaucratic inefficiencies in service delivery. One of the respondents said:

*"A key strength is the availability of basic services like healthcare and education. However,*

*weaknesses include infrastructure deficits, bureaucratic inefficiencies, and sometimes inconsistent service quality. Opportunities for improvement lie in better resource allocation, technology adoption, and community engagement to ensure needs are met effectively."*

Opportunities for improvement include better resource allocation, technology adoption, and community engagement. Furthermore, the participants proposed strategies to address any identified challenges and capitalize on opportunities for improvement. Strategies proposed include streamlining processes, improving accountability, and community engagement. Leveraging technology and investing in infrastructure are also suggested to improve service delivery performance in Lamu County. To this end, one of the participants said:

*"Critical factors include effective leadership, financial management, and stakeholder involvement. To address challenges, we need streamlined processes, improved accountability, and investment in infrastructure. Engaging the community through participatory decision-making and leveraging technology for service delivery can help capitalize on opportunities for improvement."*

The findings point to a favorable opinion of the county's service delivery, with several areas that can benefit from focused reform to increase accessibility and fortify service delivery results. This is consistent with the findings by Simchi and Kaminsky (2013), which showed that effective procurement methods have an impact on service delivery. According to PPADA (2015), there are numerous procurement approaches accessible; however, these are dependent on the threshold matrix, which is based on the value of the goods, works, or services that the purchasing entity (PE) want to get. To ensure that the procurement plan is executed effectively, procurement procedures should be open, reasonable, and equal in order to produce sufficient accountability and, as a result, value for money

### Correlation Analysis Results

A Pearson correlation analysis was performed to look at how the variables related to one another. Summated scales from the independent and dependent variables were used to create the measures. The correlation between procurement planning and service delivery was done using Pearson Product-Moment Correlation Coefficient. Table 7 presents the results.

**Table 7: Correlation between Factors Affecting Workload and Performance**

Variables		X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	Y
Budget Allocation (X <sub>1</sub> )	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	92				
Procurement Methodology (X <sub>2</sub> )	Pearson Correlation	0.63	1			
	Sig. (2-tailed)	0.001				
	N	92	92			
User Needs Identification (X <sub>3</sub> )	Pearson Correlation	0.75	0.65	1		
	Sig. (2-tailed)	0.001	0.001			
	N	92	92	92		
Vendor Selection (X <sub>4</sub> )	Pearson Correlation	0.72	0.68	0.78	1	
	Sig. (2-tailed)	0.001	0.001	0.001		
	N	92	92	92	92	
Service Delivery (Y)	Pearson Correlation	0.75	0.63	0.68	0.78	1
	Sig. (2-tailed)	0.001	0.001	0.001	0.001	
	N	92	92	92	92	92

Pearson correlation coefficients, which range from 0.63 to 0.75 and are statistically significant at the <0.001 level, show strong positive relationships between each procurement planning element and service delivery performance. According to these results, service delivery performance often improves in proportion to improvements in budget allocation, procurement methodology, user needs identification, and vendor selection processes. These associations' dependability is increased by the large sample size of 92 observations. The aforementioned findings highlight the crucial role that efficient procurement planning plays in promoting excellence in service delivery in Lamu County. They also highlight the necessity of strategic and well-coordinated efforts in all facets of

procurement to maximize service results and effectively address community needs.

### Regression Analysis Results

To ascertain if the connection between the study's dependent variable (service delivery) and procurement planning (Budget Allocation, Procurement Methodology, User Needs Identification, and Vendor Selection) was linear, regression analysis was used. The following subsections include a tabulation and discussion of the results.

### Model Summary Results

The researcher aimed to determine the regression relationship between procurement planning and service delivery. The results were as follows.

**Table 8: Model Summary Results**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	0.82	0.673	0.659		0.45

- a. Predictors: (Constant), Budget Allocation ( $X_1$ )
- b. Dependent Variable: Service Delivery ( $Y$ )

Table 8 show a strong positive correlation between procurement planning and service delivery (R value of 0.820). The R Square value of 0.673 suggests that approximately 67.3% of the variance in service delivery can be explained by the procurement planning variables (Budget Allocation, Procurement Methodology, User Needs Identification, and Vendor Selection). The Adjusted R Square value of 0.659 accounts for the number of predictors in the model, indicating a good fit. The standard error of the estimate (0.450) shows the

average distance that the observed values fall from the regression line.

### Analysis of Variance Results

The fact that the residuals are positive suggests that the dependent and independent variables in the research had a meaningful connection. The ANOVA Table 9 below shows that the model is statistically significant ( $F(4, 87) = 28.423, p < 0.001$ ). This indicates that the regression model significantly predicts the outcome variable (service delivery).

**Table 9: ANOVA<sup>a</sup> Results**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	45.2	4	11.3	28.423	<0.001
Residual	22.2	87	0.255		
<b>Total</b>	<b>67.4</b>	<b>91</b>			

- a. Predictors: (Constant), Budget Allocation ( $X_1$ )
- b. Dependent Variable: Service Delivery ( $Y$ )

## Regression Coefficients Results

The analysis yielded the regression model's coefficient, which was then shown. The equation for regression is shown below.

**Table 10: Regression Coefficients<sup>a</sup> Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B		Std. Error	Beta	
(Constant)	1.5		0.3		5
Budget Allocation	0.35		0.1	0.4	3.5
Procurement Methodology	0.25		0.08	0.3	3.125
User Needs Identification	0.28		0.09	0.32	3.111
Vendor Selection	0.3		0.08	0.35	3.75

Dependent Variable: Service Delivery (Y)

The regression analysis findings indicate that all four procurement planning variables—budget allocation, procurement methodology, user needs identification, and vendor selection—significantly contribute to predicting service delivery performance in Lamu County. The coefficients reveal positive and statistically significant relationships between each procurement factor and service delivery outcomes. Specifically, for every one-unit increase in budget allocation, effective procurement methodology, user needs identification, and vendor selection, service delivery is predicted to increase by 0.350, 0.250, 0.280, and 0.300 units, respectively. These findings corroborate the findings of previous research by Sharma (2017, which highlighted the critical role of procurement planning in achieving service delivery. In conclusion, the findings suggest that procurement planning including budget allocation, procurement methodology, user needs identification, and vendor selection—significantly influence service delivery in Lamu County. Therefore, enhancements in these areas hold the potential to yield substantial benefits for the community in Lamu County, underscoring the importance of prioritizing effective procurement practices to meet evolving service needs and enhance overall community well-being.

## CONCLUSIONS & RECOMMENDATIONS

The purpose of the study was to examine how procurement planning affected service delivery in Lamu County, Kenya. The results demonstrate that budget allocation comes first, and the study provide compelling evidence for the benefits of following through on budgetary commitments and making efficient use of available funds. Transparent and strategic procurement processes are essential, as evidenced by the correlation between increased service delivery performance and structured procurement methodologies. It is demonstrated that precise identification of user needs greatly improves service delivery, highlighting the need of matching financial decisions with community needs. Furthermore, the research indicates that stringent procedures for choosing vendors are essential to guaranteeing high-quality service delivery and community contentment..

A number of suggestions are made in an effort to enhance Lamu County's service delivery performance. It's critical to prioritize community needs and service goals when developing budget allocation criteria, and to increase financial management accountability and transparency. Fair and effective vendor selection can be ensured by putting in place organized and transparent procurement procedures and providing procurement officers with training. Accurately

identifying and addressing service requirements will be made easier by promoting community involvement through surveys and open forums. Ultimately, promoting diversity and fairness in

vendor selection can be achieved by increasing procurement control and fostering relationships with local enterprises, which will ultimately improve the caliber and efficiency of service delivery.

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