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ABSTRACT

The purpose of the study was to determine the effect of global sourcing on procurement performance of commercial state corporations in Kenya. The study was pegged on transactional cost theory. This study adopted cross-sectional research design. The target population comprised of 33 commercial state corporations in Kenya. The unit of analysis was commercial state corporations whereas unit of observation was the management level staff drawn from procurement, and supply chain departments. The study employed stratified sampling technique to divide the population in to functional strata then simple random sampling technique was adopted to choose sample proportion. The sample size was 100 arrived at using Slovin's formula from the target population. The collected data was coded and analyzed using the Statistical Package for Social Sciences (SPSS version 29) tool. The data analysis techniques employed included descriptive statistics which measured mean and standard deviation and regression analysis which was conducted to test whether the strength of the relationship between the independent variable and the dependent variable was statistically significant. Analyzed data was presented using frequency and descriptive tables. Results showed that global sourcing had the strongest positive and significant influence on procurement performance. Respondents agreed it provides access to innovation and materials unavailable locally. The study concluded that all global sourcing is significant determinant of procurement performance among commercial state corporations in Kenya. The study recommended that commercial state corporations should expand their global sourcing capabilities through improved market intelligence, supplier vetting, and international procurement training.

Key Words: New Technology Access, Tax Incentives, Competitive Pricing

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INTRODUCTION

The dynamic supply environment, the increasing level of competition in the worldwide market, the uncertainty of global business environment, and the corresponding changes in firm's purchasing function indicate that sourcing should play a significant role in a company's strategic decision-making process (Su & Gargeya, 2017). In recent years, the global market for outsourcing procurement services had an estimated value of \$2.70 billion. Experts predict that by 2029, the market will grow substantially, with a projected value of \$7.86 billion and a CAGR of 14.29% during the 2022-2029 forecast period.

Djankoy (2017) avers the majority of government agencies spent \$35 trillion on transactions related to public procurement in 2016. Moreover, public procurement accounts for at least 50% of overall spending in underdeveloped nations and 18.4% of the global gross domestic product (GDP) (Changalima, Ismail, & Mchopa, 2021). Moreover, estimates for procurement spending in developing nations' economies range from 9 to 13 percent of GDP (Witting, 2017). For instance, in Jamaica, 30% of the country's GDP was spent on procurement overall in the 2015 fiscal year (Dawar & Oh, 2017). The overall value of public procurement in OECD nations accounted for 12% of GDP and 29% of general government spending, totaling EUR 4.2 trillion in 2013. 63% of all government purchases in OECD nations are made through public procurement at the subnational level. The main source of public spending, public procurement, is an area that is particularly susceptible to fraud and anomalies.

In Europe, one of the key drivers of the European infrastructure sector is public procurement. The use of post-contract negotiation techniques in procurement was the subject of a 2016 MacMillan survey in the United Kingdom, and the results show that using key performance indicators in their processes increased procurement performance by 72%. The UK government recommended eliminating redundancy and complexity in 2020,

increasing the procurement system's flexibility and agility while maintaining fair and open competition. The government suggested creating a new procurement process to replace the outmoded ones, one that would allow for more discussion and supplier interaction in order to produce creative solutions in collaboration with the public sector. In Italy, the public sector is still largely viewed as being inefficient, which limits competition and saddles the private sector with a significant administrative burden (EC, 2019; OECD, 2019).

In South Africa, due to the unequal and discriminatory methods utilized during apartheid, the public sector places a special emphasis on procurement, which has been used as a weapon for policymaking (Bolton, 2016). In addition, according to Van Zyl (2016), there are insufficient qualified bid committees, unqualified suppliers are used, bids are rejected for the other reasons to thresholds, validity periods are extended. Managing bids, members of the bid committee are appointed without regard to the requirements of policy, and there is insufficient justification for deviating from SCM norms.

In Kenya, there has been a continuous record of economic growth both in private spheres as well as in public sphere. This growth is partially as a result of numerous infrastructure projects for development amid expected governance and socio-economic transformation spelled out in the government blueprint of vision 2030 which proposed nearly one hundred and twenty developmental projects which have bigger impact in the country's economy (Gabbard, 2017). Despite the recorded growth, public sector and particularly state agencies and corporations are implicated in public expenditure in millions of funds used in public goods and services sourcing inspite of the continued blatant misuse of public funds and poor service delivery. This calls for prudent sourcing decisions from the procurement officers so as to only make sourcing decisions which create value for the funds used.

In Kenya there are 263 Parastatal Organizations that are spread across 47 Counties 22 of which are domiciled in 6 Coast Counties Kenya as at September 2023. The significance of these Parastatal Organizations in Kenya's economy cannot be overlooked, as they contribute 70% of the country's Gross Domestic Product (KIPPRA, 2022). With the exception of financing investments for public policy goals, commercial SCs are entities that typically operate on commercial principles to perform a strategic function profitably. They are also generally self-sustaining and accountable to all stakeholders and the general public through the appropriate departmental and oversight committees of Parliament (Fiebelkorn, Owuor, & Nzioki, 2021). As of December 31, 2023, Kenya had 33 commercial and manufacturing state corporations, according to the State Corporation Advisory Committee. State corporations have grown to be a powerful institution in Kenya and highly helpful engines for fostering growth, playing a significant part in the development of the nation through the provision of public services.

Statement of the Problem

Supplier sourcing is a crucial component in the procurement process. This stage is decisive in ensuring any company's competitiveness, performance, and sustainability (Kelle, Woosley & Schneider, 2018). The report by World Bank (2021) showed that a loss of nearly 40 percent of investment capital for the projects commissioned by state agencies is lost as a result of poor supplier sourcing and procurement methods. The main issues in procurement inefficiencies witnessed in public agencies are as a result of transparency obscurity and cost cutting inefficiencies (Gabbard, 2017). Contextually, commercial state corporations have not been immune to sourcing scandals. For instance Kenya Power was implicated in sourcing defective transformers worth KSh 4.5 billion in 2017, in 2018 Kenya Pipeline Corporation employees were inflating the cost of hydrant valves from KSh 390 million to KSh 644 million. These sourcing challenges have forced public agencies to

review their procurement policies and procedures with a view to construct an integrated efficient and agile supply chain. Success factors for state corporations' procurement performance is through effective supplier sourcing function.

Extant literature has been done on supplier sourcing. For instance, Jin (2018) carried out a study on the effect of strategic supplier sourcing on the performance of apparel and textile firms and found out that there was a positive effect of strategic sourcing on procurement performance in textile and apparel firms. However, the study by Jin differed contextually with the current study which focuses on procurement performance of state corporations. A study by Abdullah, Mohamed, Othman, and Uli (2019) on the effect of sourcing strategies and performance of firms found out that there is positive performance as a result of cost leadership strategy. However, the study failed to holistically link supplier sourcing and its effect on procurement performance.

Kariuki (2017) narrowed down to establish the factors affecting procurement performance in commercial banks and showed that commercial banks measure procurement performance through budget and reports preparation on a regular basis. Odhiambo (2020) focused on analyzing factors influencing sourcing practices in global manufacturing firms operating in Kenya and established that purchasing, internal integration and information sharing formed the most outstanding sourcing practice adopted by multinational manufacturing firms. However, the reviewed studies failed to incorporate in their review the aspects of global sourcing. This created a necessity to carry out a study on the effect of global sourcing on procurement performance of commercial state corporations in Kenya.

Objectives of the Study

The objective of the study was to evaluate the effect of global sourcing on procurement performance of commercial state corporations in Kenya. The study was guided by the following research hypothesis;

- H_0 : Global sourcing has no significant effect on procurement performance of commercial state corporations in Kenya.

LITERATURE REVIEW

Theoretical Review

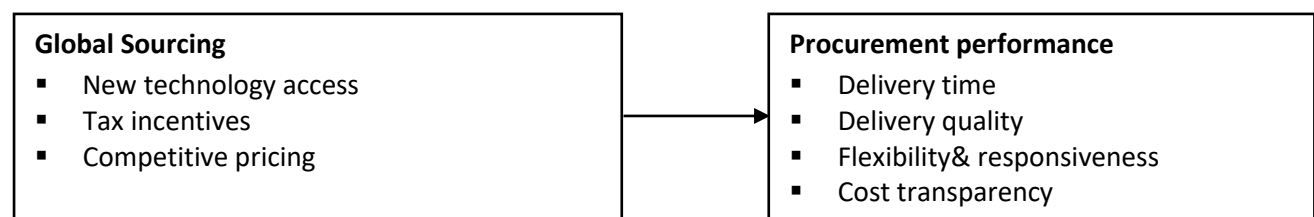
Transaction Cost Theory

Transaction cost theory was brought forth by Ronald in 1937 who argued that any organization is always concerned about search and information costs, bargaining and decision costs, as well as policing and enforcement cost all of which should be minimized. The theory sheds light on the various factors that contribute to inter-organizational cooperation in supply chains. The practices that go into supplier development are in line with the buyer-supplier relationships and include mechanisms for maximizing the benefits that are

intended to be gained. Depending on the nature of supplier development practices (direct or indirect practices), transaction costs are observable, and some of them may be concealed in buyer-supplier relationships. There is some evidence in published research that links supplier development practices to lower costs (Krause, 1999).

According to Williamson (1981) transaction cost can be viewed as environmental uncertainty, opportunism, bounded rationality and core company assets. This classification was based on the fact that all these factors have tendency to accelerate transactions costs by making company service dear to acquire, thus few customers will be attracted towards microfinance financial products. Therefore, it is economical for state corporations to evaluate the supplier sourcing practice to gauge the benefits against costs incurred by that choice.

Conceptual Framework



Independent Variables

Figure 1: Conceptual Framework

Dependent Variable

Review of Literature on Variables

Global Sourcing

In recent years, the global market for outsourcing procurement services had an estimated value of \$2.70 billion. Experts predict that by 2029, the market will grow substantially, with a projected value of \$7.86 billion and a CAGR of 14.29% during the 2022-2029 forecast period. Global sourcing is a procurement strategy in which a business buys goods and services from international markets across geopolitical boundaries to save money by using cheap raw materials or skilled labor from low-cost countries.

Global sourcing is a supplier sourcing method which proactively integrates processes, materials,

technologies and coordinates suppliers across the world guided by the need for efficiency and sourcing effectiveness (Trent & Monczka, 2014). According to Msimangira and Venkatraman, (2014) the act of purchasing goods and services from a wider international market is known as global sourcing. The global sourcing phenomenon can normally exist in different forms subject to the extent of procurement function integration and centralization (Lassare, 2015). The primary goal and aim of global sourcing is benefit from global technologies and efficiencies in the supplies delivery in low cost as well as tapping to global skills unavailable locally together with material combinations which do not exist in the domestic markets (Kotabe & Omura, 2016).

The attraction of global sourcing includes lower prices, access to new technology, improved quality, and necessity (e.g., not available locally). Disadvantages and risks include higher total costs of ownership, longer lead times, foreign exchange rate exposure, and complexities of logistics, transportation, and tariffs/duties (Johnson & Flynn, 2015). Majority of the organizations globally consider global sourcing as an option for strategic sourcing (Loppascher, Cagliano, & Milano, 2016). Other scholars view global sourcing as more effective as a strategy to attain strategic operational efficiency through international capability leveraging (PwC, 2021). Many firms are driven to adopt global sourcing out of desire to exploit international capabilities and efficiencies in terms of quality, price, technology and expertise. State corporations can greatly take advantage of global capabilities and efficiencies by procuring goods and service through global sourcing.

Procurement Performance

Procurement performance involves measuring the extent to which the firm's goals and objectives can be attained by the procurement function with the lowest possible cost (Van Weele, 2016). According to Trent and Monczka (2015) procurement performance is basically the outcome of effectiveness and efficiency. Mutava (2016) asserts that the process of tendering efficiency and efficacy forms the single determinant of public procurement. The foundation for gauging firm's progression to achieving pre-stated goals and objectives is performance and as such procurement performance is an approach to control cost rather than objective by itself.

Kiruja (2014) posits that public procurement performance may be viewed in the scope of qualitative or quantitative assessment in an effort to attain efficiency, effectiveness and purchasing economies over a given time. Quantitative assessment is measured using metrics of placed orders quantity, lead time reduction, cost savings as well as administrative costs reduction (Knudsen, 2009). Vonderembse and Tracey (2009) assert that

with a cost reduction in input prices, firms can competitively offer their ready goods in the market with competitive prices hence win business. Knudsen (2009) posits that procurement function efficiency and effectiveness can transform the firm from state of reactivity to being proactive in an endeavor to attain its defined goals. The research opines that there are several procurement performance measurement metrics, however, for the sake of the current study lead time, quality, cost reduction and efficiency metrics were used as measures of procurement performance.

Empirical Review

Kiruja (2020) did a study to investigate how methods of supplier sourcing affect performance of procurement function in state agencies in Kenya. The study targeted those state agencies which fall under the national exchequer in Kenya. The study specifically sought to investigate procurement methods adopted by the target state agencies and how they affect procurement performance. The study applied descriptive survey research design. The results indicated that the price of sourcing influenced the choice of supplier sourcing method. The researcher recommended that state agencies should always factor pricing in the process of determining the supplier sourcing methods so as to enhance procurement performance.

Odhiambo (2020) did a study on the influence of sourcing practices on multinational corporations' performance. The study employed descriptive research design. The study results showed that most multinational corporations in the manufacturing sector apply strategic purchasing and internal integration sourcing practices. Omondi (2017) researched on the impact of procedures of procurement on construction project procurement performance. The study adopted survey design. The study utilized primary data methods and the results established that many construction projects utilized multiple sourcing procedures contrary to the tradition of using single procurement approach. The study concluded that procurement procedures have

an effect on procurement performance of construction projects.

Kiprotich and Okello (2014) carried out a study on the effect of supplier evaluation on performance of procurement function of public universities. Cross sectional survey design was utilized in the study. Primary data was collected using structured questionnaires. The data analysis was done by use of statistical tool SPSS version 21. The findings of the study revealed that suppliers' quality commitment and suppliers' competence have a significant effect on performance of procurement of procurement function of public universities campuses in Kericho County. The findings of the study recommended that experts who are knowledgeable and have expertise should be consulted in conducting supplier evaluation.

METHODOLOGY

This study employed cross-sectional research design. All 33 commercial state corporations served as the unit of analysis and management-level employees from procurement and supply chain departments served as the unit of observation for the study. The management staff of all 33 commercial state corporation in Kenya drawn from procurement, and supply chain departments comprised the sample frame for this study.

The population was divided into mutually exclusive subgroups (strata) that all share a common trait before samples are randomly chosen from the

strata using the stratified sampling technique (Taherdoost, 2016).

The sample size of 100 was determined using Slovin's formula.

For the study, primary data was gathered. In order to measure all factors, the questionnaires were used to gather the primary data will be designed with a five-point Likert scale. The purpose of the study served as a guide for creating the questionnaire. Ratings on the Likert-scale questionnaire vary from 1 to 5, representing a high to low evaluation.

The data collected was coded and analyzed using the Statistical Package for Social Sciences (SPSS version 29) tool. Both descriptive and inferential analyses were generated. Descriptive statistics was used as a measure of central tendency and measures of dispersion (mean and standard deviation). Regression analysis was conducted to test whether the strength of the relationship between the independent variable and the dependent variable was statistically significant. A t-test was conducted to test the significance of the results at the 5% level of significance.

RESULTS

Response Rate

The researcher sought to establish the response rate of the respondents. Results are displayed in Table 1.

Table 1: Response Rate

Respondents	Frequency	Percentage
Respondents	71	71%
Non-respondents	29	29%
Total	100	100

Source: Research data (2020)

Table 1 showed that the researcher distributed 100 questionnaires to the study respondents from which 71 fully filled questionnaires were returned back making a response rate of 71% which, according to Mugenda and Mugenda (2012) is adequate.

Descriptive Statistics

The objective of the study was to establish the extent to which global sourcing had been adopted by the state corporations in Mombasa County. They were required to do this on a 5 point Likert scale

where 1 represented strongly disagree while 5 represented strongly agree. The following subsections discuss the results.

Global Sourcing Technique

The respondents were required to indicate the extent to which their state corporation had

adopted global sourcing. The results are displayed in Table 2.

Table 2: Global Sourcing

Global Sourcing	Mean	Std. Deviation
The corporations use global sourcing to get innovative technologies	4.72	.573
The corporation analyzes the risks and benefits of engaging with suppliers in different countries prior to sourcing globally	4.28	.309
The need to maximize incentives, such as tax breaks and low trade tariffs makes state corporations to source globally	2.57	.404
The corporation uses global sourcing to access materials that are unavailable or more expensive to produce locally	4.97	.135

Descriptive results show that the highest mean score of 4.97 is linked to the statement that “The corporation uses global sourcing to access materials that are unavailable or more expensive to produce locally.” This implies that global sourcing is essential for obtaining critical inputs that are either scarce or costly within Kenya. This view aligns strongly with findings by Trent and Monczka (2003) and Murray et al. (1995), who emphasized that global sourcing is a strategic necessity for organizations operating in resource-limited domestic markets. Another highly rated statement, with a mean of 4.72, indicates that corporations use global sourcing to access “innovative technologies.” This perception is supported by literature such as Kotabe and Murray (2004), which asserts that global sourcing enhances access to leading-edge technologies and innovation, especially in developing economies.

The statement that “The corporation analyzes the risks and benefits of engaging with suppliers in different countries prior to sourcing globally”

received a mean of 4.28. This aligns with Christopher (2011), who underscores the importance of risk analysis in global supply chains, given challenges like currency fluctuations, political instability, and extended lead times. In contrast, the lowest mean score of 2.57 was recorded for the statement that “The need to maximize incentives, such as tax breaks and low trade tariffs makes state corporations to source globally.” This implies that economic incentives are not a primary motivation for global sourcing in this context. This finding diverges from some global sourcing literature (e.g., Gereffi et al., 2005) which highlights cost savings, incentives, and trade agreements as key drivers.

Correlation Results

Correlation analysis was done to determine the correlation between the supplier sourcing practices and procurement performance using the Pearson's product moment correlation analysis. The results are shown in Table 3.

Table 3: Correlation Results

		Global sourcing	Procurement performance
Global sourcing	Sig. (1-tailed)		
	N		
	Pearson Correlation	1	
Procurement performance	Sig. (1-tailed)		
	N	71	
	Pearson Correlation	.467	1
	Sig. (1-tailed)	.018	
	N	71	71

The correlation results indicate positive relationships between the supplier sourcing practices and procurement performance among commercial state corporations in Kenya. Specifically, global sourcing has the highest correlation with procurement performance ($r = .467$, $p = .018$), suggesting that accessing global suppliers is particularly impactful. Multiple sourcing also shows a significant positive correlation ($r = .429$, $p = .022$), implying that using several suppliers contributes to enhanced procurement outcomes.

Low-cost sourcing and single sourcing both have moderate positive correlations with procurement performance ($r = .246$, $p = .041$ and $r = .211$, $p = .004$, respectively), but these are weaker in strength.

Multiple Regression Analysis Results

This collected data was subjected to multiple regression which is explained in the following subsections.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.692 ^a	.479	.396	.26265	2.446

a. Predictors: (Constant), Global sourcing, Low cost sourcing, Single Sourcing, Multiple Sourcing

b. Dependent Variable: Procurement performance

The regression results in Table 4 indicate that the coefficient of determination (R^2) is 0.479. This implies that 47.9 percent of variance in procurement performance was explained by supplier sourcing techniques (single sourcing, multiple sourcing, low cost sourcing, global

sourcing). However, the model did not explain 52.1 percent of variation in procurement performance, suggesting that there are other factors associated with procurement performance which were not included in the study.

Table 5: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.587	4	.397	15.269	.001 ^b
	Residual	1.725	66	.026		
	Total	3.311	70			

a. Dependent Variable: Procurement performance

b. Predictors: (Constant), Global sourcing, Low cost sourcing, Single Sourcing, Multiple Sourcing

ANOVA results in Table 5 showed that the significance value in testing the reliability of the

model for the relationship between the supplier sourcing practices and procurement performance

was obtained as 0.01 which is less than 0.05, the critical value at 95% significance level. Therefore, the overall model was statistically significant

($F=15.269$, $P<0.05$) in predicting the relationship between supplier sourcing practices and procurement performance.

Table 6: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.991	.998		2.998	.000
Single Sourcing	.165	.141	.404	1.170	.229
Multiple Sourcing	.327	.154	.059	2.123	.015
Low cost sourcing	.261	.097	.157	2.691	.006
Global sourcing	.413	.118	1.009	3.509	.000

a. Dependent Variable: Procurement performance

The optimal regression model is:

$$Y = 2.991 + .165X_1 + .327X_2 + .261X_3 + .413X_4$$

Where Y is the procurement performance, X1 represents single sourcing, X2 represents multiple sourcing, X3 represents low cost sourcing, X4 represents global sourcing.

The regression results show that for a 1- point increase in supplier sourcing, procurement performance was predicted to increase by 2.991, given that all the other factors are held constant at zero. Further in the model it shows that a unit increase in single sourcing would lead to a slight increase in procurement performance by 0.165. A unit increase in multiple sourcing would lead to an increase in procurement performance by 0.327, a unit increase in low cost sourcing would lead to an increase in procurement performance by 0.261, and a unit increase in global sourcing would lead to an increase in procurement performance by 0.413. The predictors had significance level of 0.05 and above meaning that they were all insignificant with an exception of global sourcing which was statistically significant at $P<0.05$. This implies that only global sourcing practice significantly affected procurement performance in commercial state corporations.

Discussion of Key Findings

The objective was to examine the effect of global sourcing on procurement performance. The regression analysis indicated a strong positive and statistically significant effect, with $\beta = 0.413$ and a p-value of 0.000, well below the 0.05 significance

level. This implies that a one-unit increase in global sourcing practices leads to a 0.413 unit increase in procurement performance. The results corroborate prior research by Trent and Monczka (2003), who emphasized that global sourcing enhances organizational competitiveness through innovation and supply base expansion. Since the p-value is significantly less than 0.05, we reject the null hypothesis and conclude that global sourcing has a significant positive effect on procurement performance.

CONCLUSIONS AND RECOMMENDATIONS

Global sourcing had the strongest positive and significant influence on procurement performance ($\beta = 0.413$, $p = 0.000$). Respondents agreed it provides access to innovation and materials unavailable locally. The study concluded that global sourcing has significant effect on procurement performance. It is highly regarded for enabling access to advanced technologies, specialized materials, and competitive pricing from international markets. Regression results strongly support its role as a significant contributor to procurement success, highlighting the strategic advantage of global supplier engagement.

The study recommends that commercial state corporations should expand their global sourcing capabilities through improved market intelligence, supplier vetting, and international procurement training. Government should also support this by

streamlining international procurement procedures and reducing bureaucratic barriers.

Suggestions for Further Research

This study was limited to investigating supplier sourcing practices and its effect on procurement performance of commercial state corporations in Mombasa County. However, since only 47.9% of

results were explained by the chosen supplier sourcing practices in this study, the researcher recommends that a study be carried out on other supplier sourcing components that would affect procurement performance of not only state corporations but all firms in Kenya.

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