



Influence of Procurement Practices on the Implementation of County Government Development Projects: A Case of Kilifi County

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Abstract: For economic development to take place in any society there must be development plans and programmes that should be run. The programmes usually are made of projects that have specific deliverables over a given time and have specific financial budgets (financial resources) attached to them that are usually limited. Project implementation is a concept that has taken the centre stage of government development plans in Kenya today. The concept of procurement practices is not very new in Kenya owing to the fact that the country has been heavily benchmarking from the Organization for Economic Cooperation and Development (OECD) countries that have perfected on the idea behind proper contractual management and procurement practices. Despite the fact that there are a number of seminars and trips that have been funded by the government for the Ministry of Finance to come up with clear rules and regulations for standard procurement among government agencies, there is still a violation of the procurement practices to or over the tune of 39.89% nationally and to or over 47.1% within the counties, leading to delayed or failed project implementation. This therefore necessitated such a study. The study was therefore carried out with the aim of examining the influence of procurement practices on the implementation of county government development projects: a case of Kilifi County Government in Kenya. This study adopted a descriptive research design. The target population was 388 respondents. The sample size was 104 construction workers plus the other categories that totaled 147 respondents. From the results: Majority (80%) of the respondents supported the idea that procurement planning has an influence on the implementation of county development projects; majority (90%) of the respondents supported the idea that supplier selection has an influence on the implementation of county development projects; majority of the respondents agreed that the procurement monitoring and evaluation practices influence the implementation of development projects. Researcher concluded that: procurement planning; supplier selection; procurement monitoring and evaluation; and contract review have an influence on the implementation of development projects run and implemented by the county government of Kilifi.

Key words:

Contract Review: It is a thinking process-a rational analysis for contract. This process includes: clarifying of contract related facts, measure of the feasibility of contract, and forecast of contract risks.

Procurement Planning: It's a step by step process of analysing and deciding what to buy, when and from which supplier.

Procurement Monitoring and Evaluation: Is a process that helps improve performance and achieve results by checking step by step the level of objectives' achievements and adjusting accordingly. Its goal is to improve current and future management of outputs, outcomes and impact.

Supplier Selection: This is the process of the relevant procurement managers and other stakeholders conduct a guided process of deciding on whom to be awarded a given contract and for how the contract should last.

1. Introduction

For economic development to take place in any society there must be development plans and programmes that should be run. The programmes usually are made of projects that have specific deliverables over a given time and have specific financial budgets (financial resources) attached to them that are usually limited (Meredith and Mantel, 2012). OECD (2015) shows that, a project is venture that uses current and future cash outlay in anticipation of a stream of benefits into the future. In other terms, this means that a project that is public is one which involves the use of tax payers' money or public funds by the government body (be it at the national level, county or local) that is mandated to execute certain specific mission to achieve specific objectives aimed at benefiting the whole public/country's citizens. County governance in Kenya or local authorities in other countries are sub-sets of the national governments that are meant to steer the running of development programmes or implement projects that are aimed at steering public growth and development.

In the same breath, Brown and Hyer (2014) in their study have shown that project implementation is the progression that involves implementing the intended plan by installing certain deliberate actions and



structures so as to operationalize the investment dream and equally derive the expected returns. This can be done in the public domain or in the private domain. Chandra (2013) in his study has shown that examples of public projects to include: the large transport and communication projects like the railway line construction, airports construction, harbors, and telephony; construction of large energy plants like geothermal plants, hydroelectric power, wind, coal or wave energy power projects; development of public housing; construction of healthcare infrastructure, and water provision projects. Public projects can be classified as either strategic investment that is aimed at addressing long term goals in line with the vision of the entity.

In their study on the projects management and procurement in Singapore, Meredith and Mantel (2014) have shown that the implementation of various projects by either the government agencies or private development groups depends on a number of factors, of which procurement and procurement procedures is 5th in the list. In this study, procurement practices influenced the implementation of transport and communication projects implementation much higher than those projects implemented in the health sector, water and sanitation and finally the education sector. In the sub-variables that scored highest relation in relation to procurement were practices like: procurement planning; procurement monitoring and evaluation; contract review; and supplier selection. ADB (2016) adds that procurement practices influenced the rates at which projects were implemented in Singapore.

Projects implementation is a concept that has taken the centre stage of government development plans in Kenya today. Some of the remarkable development projects that have been implemented by the government include the Thika Superhighway, the SGR project, the Lamu Port Project, the Galana Kulalu Irrigation Scheme (Food Security Project), the Oil Exploration Project in Turkana, the Rural Electrification Projects, Roads Expansion Projects, Hospitals Upgrading and Expansion projects and many more (Republic of Kenya, 2017). There are other projects done by either the national government or county governments with various partners involved like the Street Lighting Projects that have direct impacts to the economy both in terms of financial resources invested or the nature of lives reached; calling for better budgeting and management.

The concept of procurement practices in not very new in Kenya owing to the fact that the country has been heavily copying from the OECD countries that have perfected on the ideas behind proper contractual management and procurement practices. Despite the fact that there are a number of seminars and trips that have been funded by the government to the Ministry of Finance to come up with clear rules and regulations for standard procurement among the government agencies, there is still a violation of the procurement practices to or over the tune of 39.89% nationally and to or over 47.1% within the counties, leading to delayed or failed projects implementation (World Bank Report, 2016). A study by Jepchumba (2016) indicated that procurement practices have an influence on the implementation of development projects in various parastatals and other government agencies in Kenya. Individually, supplier selection and procurement performance indicators were central in determining the rates and the speed of projects implementation.

According to Kirungu (2014) procurement practices and procedures and practices influence the completion rates of projects. He revealed that non-compliance to procurement procedures contributed up to 39.8% of projects implementation failure among the donor funded projects in Kenya. Common among the violated procurement procedures are contacts reviews, procurement M&E, procurement planning and sourcing communication. Similarly, Malala (2013) found out that, procurement and more specifically procurement practices influenced the implementation of projects at constituencies up to the tune of 48.91%. CDF projects are a clear example of devolved functions although they started long ago before the promulgation of the 2010 Kenyan constitution. Therefore, it can be concluded based on this assumption that procurement practices have a significant influence on the implementation of development projects in devolved units; a fact that is being explored by this research.

Purpose of the Study

The purpose of the study was to examine the influence of procurement practices on the implementation of county government development projects; a case of Kilifi County, Kenya.

Objectives of the Study

This study was guided by four objectives:

- i. To establish the influence of procurement planning on effective development projects implementation by County governments in Kenya.
- ii. To determine the influence of supplier selection on effective projects implementation by county governments in Kenya.
- iii. To examine the influence of procurement monitoring and evaluation on effective projects implementation by county governments in Kenya.



- iv. To establish the influence of contract review on effective projects implementation by county governments in Kenya.

Research Questions

This study answered the following research questions:

- i. What is the influence of procurement planning on effective developments projects implementation by county governments in Kenya?
- ii. What is the influence of supplier selection on effective projects implementation by county governments in Kenya?
- iii. What is the influence of procurement monitoring and evaluation on effective projects implementation by county governments in Kenya?
- iv. What is the influence of contract review on effective projects implementation by county governments in Kenya?

2. Literature Review

2.1 The Concept of Public Procurement and Procurement Practices

A number of definitions have been proposed to define procurement, public procurement and procurement practices in the 21st century. According to the World Bank (2015) for example, procurement is defined as the process of identifying and acquiring goods and services and ensuring efficient running of an organization. Kiplagat (2015) in his study defines public procurement as the identification and acquiring of goods and through a competitive bidding process. Likewise, Kimwele (2011) has defined public procurement as an establishment on how government agencies spend on their budgets. A study by the World Bank (2015) has shown that various regimes practice public procurement to check the growth of local industries and infrastructural projects, overcome regional and local economic imbalances, and support minority or disadvantaged communities.

2.2 The Concept Project Implementation

A project can be defined as a development orientated undertaking that is limited by financial resources, time and has specific deliverables (WB, 2009). Therefore projects have a particular outcome, have to see resources invested in them, have the starting periods and end times (completion periods). The deliverables or outcomes of the project must have a direct impact to the community. The outcomes or indicators of a well implemented project include: a project completed within the time frames, spends the allocated resources effectively and efficiently, is handed over to the end users within time and has the promise of surviving the future risks. According to NETSSAF(2015) project execution or implementation is the phase where plans, visions and objectives become reality. Actually this is the logical conclusion, after evaluating, deciding, visioning, planning, applying for funding and finding the financial resources of a project. Project implementation needs the coordination of a wide range of activities, diverse institutional arrangements, and different time frames (DFID, 2011).

2.2.1 Procurement Planning and Developments Projects Implementation

According to Meredith and Mantel(2014) there exists a strong link between procurement planning and the implementation of community development projects in Singapore and other Asian countries. The study identified three main indicators of procurement planning practice. This includes: planning for the utilization of the available resources, planning for procurement time frames, planning for the key performance indicators of effective procurement that at the end of the day influences projects implementation and performance. Chandra (2010) confirms that unlike small projects that involve few activities, complex projects that go beyond a certain threshold level should proceed on the basis of a sound formal planning platform without which there may be chaos. Sound formal planning provides a basis for organizing the work on the project and allocating responsibilities to individuals. It is not only a means of communication and coordination between all those involved in the procurement project but also induces people to look ahead besides instilling a sense of urgency and time consciousness. Above all planning provides the basis for monitoring and control.

Kenyan's constitution has outlined the domains of the public procurement and has linked the role played by procurement planning and the performance of organizations. Section 26(3) of the Public Procurement and Disposal Act (2005) and Regulation 20 of the Public Procurement and Disposal Regulations (2006) provide for an elaborate structured mechanism for procurement planning for public entities (Constitution of Kenya, 2010). According to Kanyugi (2014), planning requires excellent forward planning, which includes detailed planning of the process implementation stages and milestones, task timeliness, fallback positions and re-



planning. What this means is that procurement requires proper forecasting that is guided with deadlines and room for adjustments for better results. Mokaya (2013) adds that there is a very strong relationship between the implementation of development projects and the procurement planning process. According to him, procurement planning is the foundation of successful procurement process and acquisition of resources for the implementation of projects. According to Kiruja (2014) poor procurement planning has led to the delay of projects implementation by 45%, failure of projects by 25%, and complete overhaul of projects by 40% for the last 4 years. His indicators of procurement planning include: planning for the procurement resources (money and human beings), planning for the procurement timeframes (when and what is to be procured and at what time), planning for Kenya indicators of proper procurements (what is the desired results and adjustments) etc.

2.2.2 Supplier Selection and Effective Projects Implementation

Numerous studies have indicated that with careful, clear, effective and proper choice and review of the suppliers, an organization is able to achieve its objectives easily. For better understanding of the influence of supplier selection and the performance of development projects implemented by the county governments, a definition of the same term is important. According to Damian (2014) supplier selection is the process by which firms identify, evaluate, and contract with suppliers and it has an influence on the implementation of development projects in countries. The supplier selection process deploys a tremendous amount of a firm's financial resources. In return, firms expect significant benefits from contracting with suppliers offering high value. Suppliers have been acknowledged as the best intangible assets of any business organization (Onyinkwa, 2013).

Onyinkwa (2013) continues to assert that supplier selection problem has become one of the most important issues for establishing an effective supply chain system in projects implementation in both developed and developing countries, thus influencing the performance of development projects. Sneider and Rendon (2014) have argued that the major components of the procurement selection process that influence the performance of projects implemented by local governments in India include: the quality of raw materials supplied the contractor, the cost of the contractor, the services offered, the measures of quality management between the involved parties in the contract, financial stability of the contractor, the ability of green procurement between the parties and many more.

Oladipo (2014) indicated that procurement practice of suppliers' selection is one important determinant of projects implementation. According to him, the ability of the suppliers to give quality services and manage risks that could be faced during the projects implementation efficiently and effectively will influence the rates at which projects are implemented. Supplier's services are imperative for any organization. They are expected to provide high-quality services that include consist of on-time delivery, value added services, and ease of communication. On needs suppliers to deliver on time, or to be honest and give plenty of warning if they can't. In regard to risk management, Suppliers must be able to proactively mitigate and manage supply risks. The ability of suppliers to help buyers reduce risk can positively affect cost containment, quality improvement operational efficiency, process improvement and consistency, and supply chain visibility.

Also, Masaka (2014) has shown the important role of green purchasing, the financial stability of the suppliers and the performance of projects in his study. According to him, the concept of choosing a supplier who complies with environmental management while implementing projects shall gain better results than the one who is non-compliant since he/she is likely to have friction with environmental protection bodies like NEMA; leading to increased implementation cost. Additionally, it's always worth making sure that the supplier has sufficiently strong cash flow to deliver what one want, when you need it. A credit check will help reassure one that they won't go out of business when one needs those most.

2.2.3 Procurement Monitoring and Evaluation, and Effective Projects Implementation

Monitoring and evaluation is a powerful public management tool that can be used to improve the way governments and organizations achieve results. Just as governments need financial, human resource, and accountability systems, governments also need good performance feedback systems. The OECD (2015) defines monitoring and evaluation as follows: Monitoring is a continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. On the other hand, evaluation is the systematic and objective assessment of an ongoing or completed project, program, or policy, including its design, implementation, and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors. In comparing these two definitions above, it is immediately evident that they are distinct yet complementary.



According to OECD (2015) report, monitoring gives information on where a policy, program, or project is at any given time (and over time) relative to respective targets and outcomes. It is descriptive in intent. On the other hand, evaluation gives evidence of why targets and outcomes are or are not being achieved. It seeks to address issues of causality with the most particularly emphasized here being the expansion of the traditional monitoring and evaluation function to focus explicitly on outcomes and impacts (OECD, 2015). Procurement monitoring and evaluation is enshrined in a number of scholarly works across the globe and their influence in projects planning, management and implementation is evident in the recent past. According to Bank (2015), there has been a clear indication that procurement monitoring and evaluation has a remarkable influence on the implementation of community based development projects in the rural homesteads.

Kimwele (2011) has shown that procurement monitoring and evaluation has an influence on the performance of programmes run by the government of Kenya in the public sector. He has indicated that an effective monitoring and evaluation process, efficient monitoring and evaluation process, monitoring and evaluation that take care of perceived risks and many more can influence the rates and paces of projects implementation. Jody and Ray (2016) have shown the key areas that procurement monitoring and evaluation should focus on area as follows: ex-ante evaluation: an evaluation that is performed before implementation of a development intervention (related terms: appraisal, quality at entry); ex-post evaluation: evaluation of a development intervention after it has been completed; external evaluation: the evaluation of a development intervention conducted by entities and/or individuals outside the donor and implementing organizations and many more. According to Mutui (2014), summative evaluation is intended to provide information about the worth of the program.

2.2.4 Contract Review and Effective Projects Implementation

Contract review is very vital in projects implementation and the center of contract review is the continuous communication form the projects team. Actually a study by Elenbaas (2010) as cited by Mutui (2014) stresses the significance of contract review through communication in project implementation by proclaiming that projects are about communication three times (communication, communication, communication). He argues that the biggest and most costly problem in any company, organization or project is lack of contract review. In his view, a company may still succeed, but without good internal and external communication the cost of success will be much higher than necessary. Lack of good communication can easily turn a corporate strategy, or an information system project, into a fail (Abdi, 2012). Rational

Brown and Hyer (2014) in their study that was carried out in the UK have asserted that one predator of project success is when communications are kept honest and open between customer and vendor through contract review. According to them, open communication between the contractors and the other stakeholders is able to give a clear image of the project progress and this is directly proposal to performance. Kenya National Audit Office Report (2014) has defined communication in the procurement context to entail a number of aspects paramount of which is communication of the user specifications. User specifications in this instance will give details of what is expected out of the contract, what may be missing at the moment, what needs to be adjusted in the future among others for better results.

Kirungu (2014) did a study in Kenya and focused on factors influencing the implementation of donor funded projects. In this study, it was noted that contractual reviews influence the implementation of donor funded projects. In the contractual review, ideas like the state of the contract, the adjustments needed, what is available that enables the future contractual success projections among others. Another study by Kihara (2009) has shown that the continuous communication on the state of contracts helps the stakeholders to understand what is to be done, what has been achieved and what is needs to be sustainably adopted for better projects implementation. Furthermore, Cheboi (2014) has demonstrated that contractual reviews directly influence the implementation of construction in the construction industry in Kenya's rift valley region. In his study, Cheboi (2014) has focused on three major indicators of contract reviews in projects implementation and their performance. This includes: a review on how the available resources shall be utilized; a review of the cost to be incurred in the process; a review on the number of projects to be implemented among others.

3. Research Methodologies

Research Design

A descriptive survey design was used in this study to investigate the current situation with regard to procurement processes and how it influences the successful completion of construction projects implemented by the county government. According to Kothari (2003) descriptive research design is a form of design that



presents existing conditions, practices, beliefs, attitudes or opinions held, processes going on and trends for developing interpretation of meaning.

Target Population

The target population was the construction companies, construction managers, construction workers, County assembly of Kilifi members of the procurement department and Ministry of works officers in Kilifi County. There were 31 construction companies, 31 construction managers, 345 construction workers, 7 employees in procurement department and from county assembly of Kilifi County and 5 officers from the ministry of works. Therefore the target population was 31 construction managers, 345 construction workers, 7 committee members for procurement and development from county assembly of Kilifi and 5 officers from the ministry of works making a total study population of 388 (Kilifi County Integrated Development Plan, 2016).

Table 3.1 Target population

Category	Target population (N)	Percentage
construction managers, procurement department	31	8%
ministry of works	7	1.8%
construction workers	5	1.2%
Total	388	100%

Sample Size

To determine the sample size, the researcher used 30% of the target population as the samplesize as suggested by Kothari (2004). Kothari (2004) argues that, in a social research, when the target population is less or equal to 10,000, 10% of the population can be used as a population. However, he adds that this can be increased to 20% or 30% to take care of the non-respondents. This was specifically applied to the 345 construction workers while the remaining categories saw a population census applied on them. Therefore the sample size was 104 construction workers plus the other categories that equals to 147 respondents.

Table 3.2 Sample Size

Category	Target population (N)	Sample Size
construction managers, procurement department	31	31
ministry of works	7	17
construction workers	5	5
Total	388	147

Sampling Procedure

The study employed both purposive and simple random sampling to obtain respondents for the study. Purposive sampling ensured that all the construction workers who understood the concept of procurement practices and how these practices influences the projects implemented were selected for the study. Simple random sampling was thereafter used to sample the construction workers who were found to have the relevant information in relation to the study.

Data collection Instruments

The instrument of data collection was the use of a questionnaire. The use of questionnaire was the most preferred since the target group was literate and the time of study was limited. The questionnaire included a set of structured and unstructured questions.

Validity of the Research Instrument

The research used content validity to ensure the validity of the research instrument. In this case, the questionnaire was prepared and later on verified by the university supervisor and some other two colleagues in the same university who had completed their master's program in project planning and management. Inputs from them were incorporated and helped in the modification of the questionnaire for better results.

Reliability of the Research Instrument

The reliability of the instruments was established using Cronbach's alpha. The researcher used the Cronbach's Alpha coefficient in order to establish reliability. This was calculated using the formula



$$\alpha = \frac{K}{K-1} \left(\frac{1 - \sum SD^2_i}{\sum SD^2_t} \right)$$

Where: α = alpha coefficient, k =number of items, Σ = summation, SD^2_i = squared standard deviation within each item and SD^2_t =total standard deviation squared). It was found to be 0.85, then the instrument was consistent and, therefore, reliable (Mugenda & Mugenda, 2003).

Piloting of the Research Instrument

The structured questionnaire was pretested in KimtuxCompany in Kilifi County which did not participate in this study to determine if the items in the researchinstruments yielded the required data for the final study. The company was favored since it was found to have implemented a number of projects in Kilifi County since the county government started its operations. The responses given were used to better the questionnaire for better results during the final field study.

Data Collection Procedure

An introduction official letter was drafted by the researcher addressed to respondents requesting to access the premise and to give out questionnaires. Theresearcher carried it during data collection, presenting it before the in-charge person requesting to be given permission to conduct research. The researcher then proceeded to collect data after permission was granted. During data collection, the researcher emailed some questionnaires to those respondents who were literate and could not be accessed immediately, used research assistants to distribute and collect some questionnaires and personally dropped some questionnaires and picked later.

Ethical Considerations

The researcher maintained ethics to protect the participants' dignity. The researcher sought for their consent before administering the research tools and assured their confidentiality during the whole process. The researcher also treated the respondents with respect and ensured that the process of drawing information did not disrupt their social statuses.

Data Analysis Technique

After data had been collected, the response to the close-ended items in the data collectioninstrument was assigned codes and labels. Frequency counts of the responses were then obtained, to generate descriptive information about the respondents thatparticipated in the study and to illustrate the general trend of findings on the various variables that were under investigation (as facilitated by the use of SPSS version 22.0). This involved the use of percentages and frequency tables because, according to Mugenda and Mugenda (2003), they helped to summarize large quantities of data whilst making thereport reader friendly. The Chi-square was used to test the hypothesis.

4. Findings and Analysis

Questionnaire Return Rate

The study achieved a response rate of 68.02% with 100 respondents responding positively, out of the 147 targeted. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. The study therefore attained an adequate response rate as presented in table 4.1 below since the rate was approximately 50%.

Table 4.1 Questionnaire Return Rate

Questionnaires	Frequency	Percent (%)
Returned	100	68.02
Unreturned	47	31.98
Distributed 147 100.0		

Demographic Characteristics of the Respondents

This section captures the responses by gender, work experience, as well as the highest education levels. Findings are presented and illustrated in table 4.2 and figures below.



Table 4.2 Demographic Characteristics of the Respondents

Category	Frequency	Percent (%)
Gender		
Male	80	80.0
Female	20	20.0
Education level		
K.C.S.E	15	15.0
Diploma	55	55.0
Bachelor's Degree	25	25.0
Master's Degree	8	8.0
Doctorate	0	00
Work experience		
Less than 2 years	24	24.0
2-4years	36	36.0
5-9 Years	10	10.0
10 - 14 years	17	17.0
Over- 15 years	13	13.0
Distributed	100	100.0

Male respondents dominated the study at 80% compared to the female who made only 20%. Majority of the respondents (55%) had a diploma, followed by those with Bachelor's Degree (25%), then those with secondary education (15%). This was later on followed by the respondents who had a masters degree (8%). In relation to the years of services, majority of the respondents (36%) had a work experience of between 2-4years. This was followed by: Less than 2 years (24%); 10 - 14 years (17 %); over- 15 years (13%); and 5-9 years (10%).

4.1 Procurement planning and Projects Implementation

Various questions were asked in relation to the Procurement planning and Projects Implementation attracted a number of responses as indicated in the tables below:

Table 4.3 Influence of Procurement Planning on Projects Implementation

The respondents we asked a question that sought to inquire whether they thought that procurement planning has an influence on development projects implementation in the county and responses were as shown in the table below.

Support	Frequency	Percent (%)
Yes	80	80.0
No	20	20.0
Distributed	100	100.0

On average, majority (80%) of the respondents supported the idea that procurement planning has an influence on the implementation of county development projects. On the otherwise, only 20% (minority) of the respondents did not support the idea.

Table 4.4 Influence of Procurement planning on Projects Implementation on a Likert Scale

In order to establish influence of procurement planning on projects implementation across the study areas, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale. Responses were given on a five-point Likert scale, where 5=strongly agree, 4=agree, 3=fairly agree, 2=disagree and 1= strongly disagree. The scores of 'strongly disagree' has a statement scores of between 0 to 1.5, 'disagree' has been taken to represent a statement agreed upon to an equivalent to mean score of 1.6 to 2.5. The score of 'neutral' has been taken to represent a statement agreed upon to a moderate extent, equivalent to a mean score of 2.6 to 3.4. The score of 'agree' and 'strongly agree' have been taken to represent a statement agreed upon to a large extent, equivalent to a mean score of 3.6 to 4.5 and 4.6 to 5.0 respectively.



Procurement planning:	Mean	Standard deviation
For utilization of the available resources influences the rates of projects implementation in the county.	3.8	0.7650
For procurement time frames influences the rates of projects implementation in the county.	3.843	0.5360
For key performance indicators (things considered to communicate milestones) influences the rates of projects implementation in the county.	3.915	0.5137
For detailed breakdown of goods, works, or services required influences the rates of projects implementation in the county.	4.072	0.5762
For the sources of funding and budget available influences the rates of projects implementation in the county.	3.814	0.5765

A majority of respondents agreed that in Kilifi county, procurement planning for :utilization of the available resources influences the rates of projects implementation in the county (3.8); procurement time frames influences the rates of projects implementation in the county (3.843); key performance indicators influences the rates of projects implementation in the county (3.915); detailed breakdown of goods, works, or services required influences the rates of projects implementation in the county (4.072) and the sources of funding and budget available influences the rates of projects implementation in the county (3.814). This was confirmed by the various standard deviations that indicated a positive influence of all the indicators as it pertains to development projects implementation in the county.

4.2 Institutional Supplier Selection and the Implementation of Development Projects

Respondents were asked a number of questions in relation to the influence of supplier selection on the implementation of development projects and responses reached at as shown in the tables.

Table 4.5 Supplier Selection and Implementation of Development Projects

The respondents we asked a question that sought to inquire whether they thought that supplier selection has an influence on development projects implementation in the county and responses were as shown in the table below

Support	Frequency	Percent (%)
Yes	90	90.0
No	10	10.0
Distributed	100	100.0

On average, majority (90%) of the respondents supported the idea that supplier selection has an influence on the implementation of county development projects.

Table 4.6 Influence of Supplier Selection and Implementation of Projectson a Likert Scale

In order to establish influence of supplier selection on the implementation of development projects, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale. Responses were given on a five-point Likert scale, where 5=Strongly Agree, 4=Agree, 3=fairly agreed, 2=Disagree and 1= Strongly Disagree. The scores of 'strongly disagree' has a statement scores of between 0 to 1.5, 'disagree' has been taken to represent a statement agreed upon to an equivalent to mean score of 1.6 to 2.5. The score of 'neutral/fairly agree' has been taken to represent a statement agreed upon to a moderate extent, equivalent to a mean score of 2.6 to 3.4. The score of 'agree' and 'strongly agree' have been taken to represent a statement agreed upon to a large extent, equivalent to a mean score of 3.6 to 4.5 and 4.6 to 5.0 respectively. Table 4.6 below presents the results.



Statement	Mean	StdDev.
Suppliers' raw materials quality influences the implementation of development projects in the county.	4.12	0.76
Cost of the contractor influences the implementation of development projects in the county.	3.701	0.9431
Supplier's services influences the implementation of development projects in the county.	3.976	0.8612
Financial stability of the contractor influences the implementation of development projects in the county.	3.713	1.0617
Supplier's technical capacity on projects implementation influences the implementation of development projects in the county.	3.953	0.6734
Well established risk management by the contractors influences the implementation of development projects in the county.	3.757	0.6834

A majority of the respondents agreed that: suppliers' raw materials quality influences the implementation of development projects in the county (4.12); cost of the contractor influences the implementation of development projects in the county (3.701); supplier's services influences the implementation of development projects in the county (3.976); financial stability of the contractor influences the implementation of development projects in the county (3.713); supplier's technical capacity on projects implementation influences the implementation of development projects in the county (3.953); and well established risk management by the contractors influences the implementation of development projects in the county (3.757).

4.3 Relationship between Procurement Monitoring, Evaluation and Projects Implementation

Respondents were asked a number of questions in relation to procurement monitoring, evaluation and projects implementation and the results shown in the table below reached at:

Table 4.7: Influence of Procurement Monitoring, Evaluation on Projects Implementation

In order to establish influence of procurement monitoring, evaluation on projects implementation, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale. Responses were given on a five-point Likert scale, where 5=Strongly Agree, 4=Agree, 3=Neutral/fairly agree, 2=Disagree and 1= Strongly Disagree. The scores of 'strongly disagree' has a statement scores of between 0 to 1.5, 'disagree' has been taken to represent a statement agreed upon to an equivalent to mean score of 1.6 to 2.5. The score of 'neutral' has been taken to represent a statement agreed upon to a moderate extent, equivalent to a mean score of 2.6 to 3.4. The score of 'agree' and 'strongly agree' have been taken to represent a statement agreed upon to a large extent, equivalent to a mean score of 3.6 to 4.5 and 4.6 to 5.0 respectively. Table 4.7 below presents the results.

Statement	Mean	Std Dev.
Ex-ante evaluation influence the implementation of development projects	3.783	0.9442
External monitoring and evaluation influence the implementation of development projects	4.1	0.759
Internal monitoring and evaluation influence the implementation of development projects	3.884	0.9745
Formative monitoring and evaluation influence the implementation of development projects	3.953	0.6734
Joint monitoring and evaluation influence the implementation of development projects	3.757	0.6834
Independent monitoring and evaluation influence the implementation of development projects	3.980	0.765



Meta-evaluation influence the implementation of development projects	3.911	0.807
Participatory evaluation influence the implementation of development projects	3.771	0.989
Summative evaluation influence the implementation of development projects	3.981	0.897

Majority of the respondents agreed that the following procurement monitoring and evaluation practices influence the implementation of development projects: Ex-ante evaluation (3.783); external monitoring and evaluation (4.1); internal monitoring and evaluation (3.884); formative monitoring and evaluation (3.953); joint monitoring and evaluation (3.757); independent monitoring and evaluation (3.980); meta-evaluation (3.911); participatory evaluation (3.771); and summative evaluation (3.981).

4.4 Contract Review and the Implementation of Development Projects

Respondents were asked a number of questions in relation to contract review and implementation of development projects and the results shown in the table below reached at:

Table 4.8. The Influence of Contract Review on the Implementation of Development Projects

In order to establish influence of contract review on the implementation of development projects, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale. Responses were given on a five-point Likert scale, where 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree and 1= Strongly Disagree. The scores of ‘strongly disagree’ has a statement scores of between 0 to 1.5, ‘disagree’ has been taken to represent a statement agreed upon to an equivalent to mean score of 1.6 to 2.5. The score of ‘neutral’ has been taken to represent a statement agreed upon to a moderate extent, equivalent to a mean score of 2.6 to 3.4. The score of ‘agree’ and ‘strongly agree’ have been taken to represent a statement agreed upon to a large extent, equivalent to a mean score of 3.6 to 4.5 and 4.6 to 5.0 respectively. Table 4.8 below presents the results.

The following indicators of contract review influence the implementation of development projects in the county	Mean	Std Dev
Internal contracts communication	3.783	0.9442
External contracts communication	3.884	0.9745
Open communication	3.601	1.3078
Forwarding details of contract variations	3.789	0.729
Available resources utilization	3.953	0.6734
Cost to be incurred in the process	4.052	0.5638
Number of projects to be implemented	3.893	0.9025

Majority of the respondents agreed with the idea that the following indicators of contract review; internal contracts communication (3.783), external contracts communication (3.884), open communication (3.601), forwarding details of contract variations (3.789), available resources utilization (3.953), cost to be incurred in the process (4.052), and number of projects to be implemented (3.893) influence the implementation of development projects in Kilifi County.

4.5 Testing the Relationship between the Various Variables

To establish the degree of influence of the proposed factors on the implementation of development projects, a Chi-square test was conducted on individual objectives depending rating figures obtained from the field as shown below:

4.5.1 Hypothesis on the Influence of Procurement Planning on Developments Projects Implementation

H_A: procurement planning has an influence on developments projects implementation by county governments in Kenya.

H₀: procurement planning has no influence on developments projects implementation by county governments in Kenya.



Table 4.9 Mean observed values of Procurement Planning

Likert Rating	1 (strongly disagree)	2 (disagree)	3 (fairly agree)	4 (agree)	5 (strongly agree)
Mean observed trend	12	7	9	38	34

Table 4.10 Calculation of Chi-Square Values of Procurement Planning

The values were calculated as follows

<i>o</i>	<i>e</i>	$(o-e)=d$	$(d)^2$	$(d)^2/o$
12	20	-8	64	3.2
7	20	13	169	8.45
9	20	-11	121	6.05
38	20	18	324	16.2
34	20	14	81	9.8
$\sum (d)^2/o = 43.7$				

$\chi^2_c = 43.7 > \chi^2_{0.05, 88}$ at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 43.7 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, procurement planning has an influence on developments projects implementation by county governments in Kenya.

4.5.2 Hypothesis on the Influence of Supplier Selection on Effective Projects Implementation

H_A: supplier selection has an influence on effective projects implementation by county governments in Kenya.

H₀: supplier selection has no influence on effective projects implementation by county governments in Kenya.

Table 4.11 Mean observed values on the Influence of Supplier Selection

Likert Rating	1 (strongly disagree)	2 (disagree)	3 (fairly agree)	4 (agree)	5 (strongly agree)
Mean observed trend	10	15	8	40	27

Table 4.12 Calculation of Chi-Square Values on the Influence of Supplier Selection

<i>o</i>	<i>e</i>	$(o-e)=d$	$(d)^2$	$(d)^2/o$
10	20	-10	100	5
15	20	-5	25	1.25
8	20	-12	144	7.2
40	20	20	400	20
27	20	7	49	2.45
$\sum (d)^2/o = 35.9$				

$\chi^2_c = 35.9 > \chi^2_{0.05, 88}$ at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 35.9 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, supplier selection has an influence on effective projects implementation by county governments in Kenya.

4.5.3 Hypothesis on the Influence of Procurement Monitoring and Evaluation on Effective Projects Implementation

H_A: procurement monitoring and evaluation has an influence on effective projects implementation by county governments in Kenya.

H₀: procurement monitoring and evaluation has no influence on effective projects implementation by county governments in Kenya.



Table 4.13 Mean observed values on the Influence of Procurement Monitoring and Evaluation

Likert Rating	1 (strongly disagree)	2 (disagree)	3 (fairly agree)	4 (agree)	5 (strongly agree)
Mean observed trend	5	8	30	17	40

Table 4.14 Calculation of Chi-Square Values on the Influence of Procurement Monitoring and Evaluation
 Calculated chi-square values

<i>o</i>	<i>e</i>	$(o-e)=d$	$(d)^2$	$(d)^2/o$
5	20	-15	225	11.25
8	20	-12	144	7.2
30	20	10	100	5
17	20	-3	9	0.45
40	20	20	400	20
$\sum (d)^2/o = 43.9$				

$\chi^2_c = 43.7 > \chi^2_{0.05}$ 88 at 4 degrees of freedom and 5% level of confidence.
 Since the calculated square value of 43.9 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, procurement monitoring and evaluation has an influence on effective projects implementation by county governments in Kenya.

4.5.4 Hypothesis on the Influence of Contract Review on Effective Projects Implementation

H_A: contract review has an influence on effective projects implementation by county governments in Kenya.
H₀: contract review has no influence on effective projects implementation by county governments in Kenya.

Table 4.15 Mean observed values on the Influence of Contract Review

Likert Rating	1 (strongly disagree)	2 (disagree)	3 (fairly agree)	4 (agree)	5 (strongly agree)
Mean observed trend	10	10	25	35	20

Table 4.16 Calculation of Chi-Square Values on the Influence of Contract Review

<i>o</i>	<i>e</i>	$(o-e)=d$	$(d)^2$	$(d)^2/o$
10	20	-10	100	5
10	20	-10	100	5
25	20	5	25	1.25
35	20	15	225	11.25
20	20	0	0	0
$\sum (d)^2/o = 22.5$				

$\chi^2_c = 43.7 > \chi^2_{0.05}$ 88 at 4 degrees of freedom and 5% level of confidence.
 Since the calculated square value of 22.5 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, contract review has an influence on effective projects implementation by county governments in Kenya.

5. Summary of Findings

Summary of Findings

In order to establish the influence of procurement planning on development projects implementation, majority (80%) of the respondents supported the idea that procurement planning has an influence on the implementation of county development projects. On a rating scale of various indicators of procurement planning, majority of respondents agreed that in Kilifi county, procurement planning for: utilization of the available resources influences the rates of projects implementation in the county (3.8); detailed breakdown of goods, works, or services required influences the rates of projects implementation in the county (4.072) and the sources of funding and budget available influences the rates of projects implementation in the county (3.814). When the hypothesis was tested, the calculated chi-square value of 43.7 was greater than the critical chi-square value at 5% level of confidence; meaning that the alternative hypothesis was accepted.



In relation to the second objective that sought to determine the influence of supplier selection on effective projects implementation by county governments, majority (90%) of the respondents supported the idea that supplier selection has an influence on the implementation of county development projects. Also, majority of the respondents agreed that: suppliers' raw materials quality influences the implementation of development projects in the county (4.12); cost of the contractor influences the implementation of development projects in the county (3.701); supplier's services influences the implementation of development projects in the county (3.976); financial stability of the contractor influences the implementation of development projects in the county (3.713) etc. When the hypothesis was tested, the calculated chi-square value of 35.9 was greater than the critical chi-square value at 5% level of confidence; meaning that the alternative hypothesis was accepted.

In relation to the third objective that sought to examine the influence of procurement monitoring and evaluation on effective projects implementation by county governments, majority of the respondents agreed that the various procurement monitoring and evaluation practices influence the implementation of development projects. For example-ante evaluation was found to have an influence as indicated by a mean score of 3.783, external monitoring and evaluation had an influence as indicated by a mean of 4.1, internal monitoring and evaluation with a mean of 3.884, formative monitoring and evaluation with a mean of 3.953, joint monitoring and evaluation with a mean of 3.757, independent monitoring and evaluation with a mean of 3.980, meta-evaluation with a mean of 3.911, participatory evaluation with a mean of 3.771, and summative evaluation (3.981). When the hypothesis was tested, the calculated chi-square value of 43.9 was greater than the critical chi-square value at 5% level of confidence; meaning that the alternative hypothesis was accepted.

Finally, in relation to the objective that sought to establish the influence of contract review on effective projects implementation by county governments, majority of the respondents agreed with the idea that following indicators of contract review; internal contracts communication (3.783), external contracts communication (3.884), open communication (3.601), forwarding details of contract variations (3.789), available resources utilization (3.953), cost to be incurred in the process (4.052), and number of projects to be implemented (3.893) influence the implementation of development projects in Kilifi County. When the hypothesis was tested, the calculated chi-square value of 22.5 was greater than the critical chi-square value at 5% level of confidence; meaning that the alternative hypothesis was accepted.

Discussion of the Findings

In order to establish the influence of procurement planning on development projects implementation, majority (80%) of the respondents supported the idea that procurement planning has an influence on the implementation of county development projects. Also on a rating scale, majority of respondents agreed that procurement planning for: utilization of the available resources influences the rates of projects implementation in the county (3.8); detailed breakdown of goods, works, or services required influences the rates of projects implementation in the county (4.072) among others. When the hypothesis was tested, the alternative hypothesis was accepted (procurement planning has an influence on developments projects implementation by county governments in Kenya). Asserting to this is Meredith & Mantel (2014) in their study who have shown that there exist a strong link between procurement planning and the implementation of community development projects. The study identified three main indicators of procurement planning practice. This includes: planning for the utilization of the available resources, planning for procurement time frames, planning for the key performance indicators of effective procurement that at the end of the day influences projects implementation and performance.

The objective that sought to determine the influence of supplier selection on effective projects implementation by county governments showed that, majority (90%) of the respondents supported the idea that supplier selection has an influence on the implementation of county development projects. Also, majority of the respondents agreed that: suppliers' raw materials quality influences the implementation of development projects in the county (4.12); cost of the contractor influences the implementation of development projects in the county (3.701) etc. When the hypothesis was tested, the alternative hypothesis was accepted (supplier selection has an influence on effective projects implementation by county governments in Kenya). In agreement to this are Sneider and Rendon (2014) who have argued that the major components of the procurement selection process that influence the performance of projects implemented by local governments in India include: the quality of raw materials supplied the contractor, the cost of the contractor, the services offered, the measures of quality management between the involved parties in the contract, financial stability of the contractor, the ability of green procurement between the parties and many more.

The objective that sought to examine the influence of procurement monitoring and evaluation on effective projects implementation by county governments had results that indicated, majority of the respondents agreed that the following procurement monitoring and evaluation practices influence the implementation of



development projects: Ex-ante evaluation (3.783); external monitoring and evaluation (4.1); internal monitoring and evaluation (3.884); formative monitoring and evaluation (3.953); joint monitoring and evaluation (3.757) etc. When the hypothesis was tested, the alternative hypothesis was accepted (procurement monitoring and evaluation has an influence on effective projects implementation by county governments in Kenya). Supporting these findings are Jody & Ray (2016) who have shown the key areas that procurement M&E should focus on. According to them, there should be Ex-ante evaluation: An evaluation that is performed before implementation of a development intervention (Related terms: appraisal, quality at entry); Ex-post evaluation: Evaluation of a development intervention after it has been completed; External evaluation: The evaluation of a development intervention conducted by entities and/or individuals outside the donor and implementing organizations and many more

The objective that sought to establish the influence of contract review on effective projects implementation by county governments had responses that indicated, majority of the respondents agreed with the idea that following indicators of contract review; internal contracts communication (3.783), external contracts communication (3.884), available resources utilization (3.953), cost to be incurred in the process (4.052), and number of projects to be implemented (3.893) influence the implementation of development projects. When the hypothesis was tested the alternative hypothesis was accepted (contract review has an influence on effective projects implementation by county governments in Kenya). In agreement to this is Cheboi (2014) who has demonstrated that contractual reviews directly influence the implementation of construction in the construction industry in Kenya's rift valley region. He has focused on three major indicators of contract reviews in projects implementation and their performance. This includes: a review on how the available resources shall be utilized; a review of the cost to be incurred in the process; a review on the number of projects to be implemented among others.

Conclusion of the Study Findings

Based on the findings from the field and the literature reviewed, the researcher concluded that: procurement planning; supplier selection; procurement monitoring and evaluation; and contract review have an influence on the implementation of development projects run and implemented by the county government of Kilifi. Procurement planning and supplier selection can be said to be among the top influencers of projects implementation followed by the practice of procurement monitoring and evaluation and finally the practice of contract review.

3.2 Recommendations

From the above mentioned findings and conclusions, this study recommends that before any project is perceived for adoption or implementation, as the project is at its initial planning stage, the procurement department should also be brought on board to plan for the time, resources, performance indicators of contracts and many more that will enable the development projects in the counties to be implemented easily.

The researcher also recommends for a team of experts to be trained at the county level on matters relating to suitable supplier selection by focusing on the supplier's ability to offer quality materials, services, supplier's technical capacity and the ability to monitor risks involved in the contractual process for better projects implementation in the county.

The researcher also recommends for integrated and well informed monitoring and evaluation process and continuous contractual reviews that well spelt throughout the projects implementation process. This means that both M&E and contracts reviews should be integrated into the projects planning, implementation, contracts planning, execution and termination.

Suggestions for further studies

The study established a strong and significant association between the said procurement practices and the implementation of county development projects. This study is carried out in the achievability prospects of the adopted procurement practices. Therefore, a research needs to be done in the future to establish whether the adoption of these procurement by individual procurement department of the county have influenced the performance of specific county projects under the county's mandate.

Furthermore, this study was done in one county in line with the procurement practices outlined in the constitution and those outlined in the international procurement regulations. Therefore, a similar study can be done in other counties where similar socio-economic characteristics prevail like the coast region counties and some counties in the north eastern region.



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