

INFLUENCE OF PROCUREMENT PRACTICES ON IMPLEMENTATION ON HUMANITARIAN PROJECTS IN KENYA. A CASE OF SELECTED HUMANITARIAN ORGANIZATIONS IN TURKANA COUNTY

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Abstract: The general objectives of this project were to evaluate influence of procurement practices of implementation on humanitarian projects in Kenya. A case of selected humanitarian organizations in Turkana County. The study was guided by the following specific objectives: to determine the influence of procurement planning on the implementation of humanitarian projects in Kenya; to establish the influence of procurement ethics on the implementation of humanitarian projects in Kenya; to find out the influence of procurement risk on the implementation of humanitarian projects in Kenya and to find out the influence of electronic procurement on the implementation of humanitarian projects in Kenya. The study used descriptive design because it enhanced systematic description that is as accurate, valid and reliable as possible regarding the responses. The study was limited to Handicap International staff attached to the procurement department. In this organization, a population of 450 respondents was targeted, out of which a sample of 135 members representing 30% of target population was drawn using stratified random sampling method. Being an academic study, the period covered was 6 months. This study utilized a sample size of 135. The use of 135 respondents in the study was justified as it was in line with the recommendations of Mugenda and Mugenda who indicated that a descriptive study should include at least 30% of the total population. Since the sample size of 135 represented 30% of the population it was deemed appropriate. The researcher used questionnaires and secondary data as the research instrument to gather the relevant information needed related to the study. In addition the study used multiple regression analysis to analyze the data. The study concluded that procurement planning had a significant and a positive effect on implementation of humanitarian projects in Kenya. The study also concluded that procurement ethics had a significant and a positive effect on implementation of humanitarian projects in Kenya. The study further concluded that procurement risk had a significant and a positive effect on implementation of humanitarian projects in Kenya. Finally, the study concluded that electronic procurement had a significant and positive effect on the implementation of humanitarian projects in Kenya. This study therefore recommends that humanitarian organizations should develop the resource requirements needs for their department to allow procurement department proper budgetary allocation vote to the needs of the department to avoid wastages of resources and where over spending without planning a risk factor for procurement professionals. This study also recommends that humanitarian organizations should put in place an ethics' policy and thorough training done to all procurement staff in order to have a wide knowledge on how to deal with ethical issues. The study further recommends that humanitarian organizations should enhance project risk management strategies as this would improve efficiency in implementation of humanitarian's projects in Kenya. Finally the study recommends that humanitarians organizations should invest in information technology especially e-procurement in their procurement departments to ensure that the procurement process are made more efficient towards aiding implementation of humanitarian's projects in such organization without necessarily compromising the integrity of any procurement process.

Keywords: Procurement Planning, Procurement Ethics, Procurement Risk And Electronic Procurement.

I. INTRODUCTION

1.1 Background of the Study:

Donor organizations and development agencies view projects as important vehicles to achieving their stipulated objectives and targets. According to Antill (1974), a project is only successful if it comes on schedule, on budget; it achieves the deliverables originally set for it and it is accepted and used by the clients for whom the project was intended. Boyce and Haddad (2001), explain that projects possess certain characteristics that distinguish them from any other activity in the organization. These include the fact that projects are temporary - meaning that any project will have a start date and end. Projects implemented by humanitarians' organizations involve the use of donor funds to achieve specific objectives for the benefit of the public. These organizations supplement government efforts to improve the living standards through implementation of diverse donor funded projects. However, majority of such donor funded projects often run into hurdles in the course of implementation. Most of these hurdles relate to procurement policies and the need to adhere to donor guidelines which do not necessarily result in effective utilization of funds and efficiency in service delivery. (Kirugu, 2011).

Until recently procurement in Kenya had been greatly underestimated and was not seen as critical to business performance and competitiveness, but was considered a clerical job subjected to purchasing. However, this has transformed with recent developments in the Government focusing more on public procurement. The humanitarians' industry in Kenya is very dynamic and has rapidly evolved in the recent years attracting many new players, new customers and new products. These changes have come as a result of huge investments that should be monitored in terms of best procurement practices.

Procurement practices play a very critical role in the organization as they affect the organizational operation as well as cut across all other departments (Wachira, 2013). Procurement is not only concerned with the process of obtaining goods or services but also involves borrowing, outsourcing, leasing or even force or pillage. Procurement, defined as the process of obtaining goods or services also includes borrowing, outsourcing, leasing or even force or pillage. Procurement practices affect a range of activities in an organization. These range from the type of products produced by the organization, acquisition of assets and their life span, human resource team as well as the morale of the personnel. All assets procured have a shell life after which they are disposed after attaining certain age or after their useful life (Waters, 2004).

Procurement in Kenya has gone through significant developments from 1960's, 1990s to date. We currently have the Public Procurement and Asset Disposal Act (2015) which have shaped the procurement practices in Kenya in terms of new standards. The Act is as a result of development of the Public Procurement and Disposal Act (PPDA) of 2005 and Procurement Regulations of 2006. Wachira (2013), states that organizations generally fall into two major categories, private and public, creating basis under which procurement is considered as either public procurement or private procurement. Public procurement, world over, is governed by government legislations whereas private procurement cannot be strictly governed by government legislation. Irrespective of the organization category procurement cannot escape challenges such as corruption, waste and integrity issues.

In Kenya, the Public Procurement Oversight Authority (PPOA) is the body charged with ensuring that procurement procedures established under the Public Procurement and Disposal Act 2005 are complied with. The body also monitors the procurement system and reports on its overall functionality. Other functions of the body include initiating public procurement policy, as well as assisting in the implementation and operation of the public procurement system by: preparing and distributing manuals and standard tender documents, providing advice and assistance to procuring entities, as well as developing, promoting and supporting training and professional development of staff involved in procurement (PPOA, 2009)

According to FSD (2008), the Public Procurement and Disposal Act (PPDA), effective as of 1st January 2007, applies to all procurement of goods, works and services, as well as the disposal of assets by public entities. Public entities are those entities that procure goods, services or works utilizing public funds. The definition of public funds includes donor funds in so far as donor stipulations do not supersede the Act. If they do, the donor terms and conditions take precedence. As such, most of the procurement activities in humanitarians' organizations are governed by the sets of rules and procedures that are set by the individual donors financing an aspect or the entire project at hand. For instance, if the humanitarians' organization seeks funding from the US Government (via USAID) to undertake a project in Kenya, the humanitarians' organization will have to abide by USAID's procurement and expenditure procedures.

1.1 Humanitarian Organizations in Kenya:

Global humanitarian organizations, have come together to provide relief aid to billions of people suffering worldwide. According to the global humanitarian assistance survey (2011), humanitarian assistance cost 537 million US dollars and Kenya was the 8th largest recipient of official humanitarian assistance in the year 2011. World Health Organization (WHO) and UN (FAO) ensure that food is made available to those who might starve. Similarly, the United Nations High Commissioner for Refugees (UNHCR) and International Organization for Migration (IOM) sets up camps and other facilities for those who are forced to leave their homes in case of a disaster. WHO also protects those displaced by natural and man-made disasters from the ravages of disease, and the United Nations Children's Fund (UNICEF), together with other aid of bodies like Save the Children provides education for children who have been uprooted by calamity.

According to the Non-Governmental Organization (NGO) Coordination Board (2015), there are about 70 humanitarian organizations currently operating in Kenya (Appendix II). Nyamu (2012) explains that humanitarian organizations are divided into four categories: government-sponsored humanitarian organizations like Kenya Red Cross Society (KRCS) established in 1965, privately-sponsored and registered as NGO's with the NGO Council, like Oxfam and Save the Children, faith-based humanitarian organizations established by churches and mosques like Catholic Relief Service and 6 Caritas International is, among others and lastly organizations affiliated to the United Nations Organization (UNO) like the United Nations Development Programme (UNDP) and WHO. Governments hold the main power with the control they have over political and economic conditions and directly affect the supply chain processes with their decisions.

1.2 Problem Statement:

Projects are part and parcel of the normal operations of humanitarian aid organizations. The projects aim at achieving certain organizational objectives set by humanitarian aid to facilitate fulfillment of their mission but in some instances these objectives are not achieved (Chandra, 2010). Studies show that there have been important procurement-related challenges that lead to poor project implementation, and this is a global phenomenon. Chandra (2008) asserts that time and cost over-runs of projects are very common in India, particularly in the humanitarian aid organizations, which often culminate in projects being uneconomical, and resources not being available to support other projects. This affects economic development. This view is supported by Oladipo (2008) in a study on local government projects in Nigeria.

The consequences of gaps in implementation are obvious and unlimited ranging from wastage of the limited public resources, inadequate service delivery to the public to impeding economic development of the country with the ultimate result of perpetual high poverty levels among the world's majority populace (Chandra, 2008). Previous studies in Kenya have provided evidence of the existence of a serious problem of ineffective project implementation within the humanitarian aid domain. For instance many humanitarian aid organizations have failed to realize one of their key strategic objectives within a certain timeline due to delayed payments, procurement process (Kagendo, 2010)

Malala (2011), in his study on the effect of procurement on performance of Constituency Development Fund Projects (CDF) in Kenya (Case study of Kikuyu Constituency) found out that 88% of the projects were rated as being behind schedule, pointing to ineffective implementation process. Kirungu (2011) in a study on factors influencing implementation of Donor Funded Projects observed that the Financial and Legal Sector Technical Assistance Project (FLSTAP) under the Ministry of Finance (The National Treasury) has faced challenges to do with implementation and therefore not able to achieve its goals within the stipulated timeframes. On his part, Omanga (2010) found out that 21% of CDF Projects in Lari Constituency had either stalled or abandoned altogether.

Looking at the studies above it is evident that there has not been a study linking procurement practices influencing project implementation in humanitarian aid organizations in Kenya leaving a gap that will necessitate this study since the practices will be established to reduce these problems. Studies on procurement practices have been carried out in other types of organizations in and outside Kenya, but not in humanitarian organizations in Kenya. It is against this background that this study intend to evaluate the procurement practices influencing implementation of humanitarian projects in Kenya

1.3 General Objectives:

The general objective of this study was to evaluate the influence of procurement practices of implementation on humanitarian projects in Kenya. A case of selected humanitarian organizations in Turkana County

1.3.1 Specific Objectives:

1. To determine the influence of procurement planning on the implementation of humanitarian projects in Kenya
2. To establish the influence of procurement ethics on the implementation of humanitarian projects in Kenya
3. To find out the influence of procurement risk on the implementation of humanitarian projects in Kenya
4. To find out the influence of electronic procurement on the implementation of humanitarian projects in Kenya

1.4 Research Questions:

1. What is the influence of procurement planning on the implementation of humanitarian projects in Kenya?
2. What is the influence of procurement ethics on the implementation of humanitarian projects in Kenya?
3. What is the influence of procurement risk on the implementation of humanitarian projects in Kenya?
4. What is the influence of electronic procurement on the implementation of humanitarian projects in Kenya?

2. LITERATURE REVIEW**2.1 Theoretical Framework:****2.1.1 Institutional Theory:**

According to Scott (2004), institutions are composed of cultural-cognitive and regulative elements that, together with associated activities and resources give meaning to life. He further explains the three pillars of institutions as regulatory, normative and cultural cognitive. The regulatory pillar emphasizes the use of rules, laws and sanctions as enforcement mechanism, with expedience as basis for compliance. The normative pillar refers to norms (how things should be done) and values (preferred or desirable), social obligation being the basis of compliance. The cultural-cognitive pillar rests on shared understanding (common beliefs, symbols, shared understanding). This theory is very important when it comes to the implementation of sustainable procurement policy making and practice in organizations that serve the public through procurement planning. This is a matter of organizational culture and the degree to which the prevailing climate in an organization is supportive of sustainability and/or of change in general (Brammer & Walker, 2012). From this theory, one can understand the laws and regulations governing procurement practices in effective project implementation for instance from the Evaluation period, Award, Substantial Completion and End of Defects Liability period of project justifying its implementation. This is gained by considering the procurement practices like procurement planning towards project implementation. When planning is properly conceived and implemented, it can serve as an important mechanism for extracting, distributing and allocating resources

2.1.2 Theory of Internal Control:

A system of effective internal control is a critical component of an organization's management and a foundation for its safe and sound operation. A system of strong internal control can help to ensure that the goals and objectives of an organization will be met, that it will achieve long term targets and maintain reliable financial and managerial reporting. Such a system can also help to ensure that the organization will comply with laws and regulations as well as policies, plans, internal rules and procedures, and reduce the risk of unexpected losses and damage to the organization's reputation. The following presentations of internal control in essence cover the same ground. In USA, the Committee of Sponsoring Organizations of the Tread way Commission (COSO) issued Internal Control - Integrated Framework, 1992, which defined internal control as a process, effected by an entity's board of directors, management and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in the following categories: Effectiveness and efficiency of operations; Reliability of financial reporting; Compliance with applicable laws and regulations. The Ruttman Report in UK defined internal control as the whole system of controls, financial and otherwise, established in order to provide reasonable assurance of effective and efficient operations; internal financial control and compliance with laws and regulations. The theory is relevant to the study because it outlines the internal control policies, procedures and rules to be followed in the procurement department therefore enhancing procurement ethics in the organizations. Procurement ethics in procurement are essential in building sustainable partnerships with suppliers of services and goods to the procuring entity (Benn, 1997). Procurement ethics are also significant in dynamic environments. Procurement is highly flexible and dynamic and therefore needs a very high level of adherence to professional codes of conduct (Murphy, 1988).

2.1.3 Agency Theory:

Agency theory is a concept that explains why behavior or decisions vary when exhibited by members of a group. Specifically, it describes the relationship between one party called the principal, that delegates work to another called the agent. It explains their differences in behavior or decisions by noting that the two parties often have different goals and, independent of their respective goals, may have different attitudes toward risk. The concept originated from the work of Adolf Augustus Berle and Gardiner Coit Means, who were discussing the issues of the agent and principle as early as 1932.

Berle and Means explored the concepts of agency and their applications toward the development of large corporations. They saw how the interests of the directors and managers of a given firm differ from those of the owner of the firm, and used the concepts of agency and principal to explain the origins of those conflicts (Murtishaw & Sathaye, 2006). Jensen and Meckling shaped the work of Berle and Means in the context of the risk-sharing research popular in the 1960s and '70s to develop agency theory as a formal concept. Jensen and Meckling formed a school of thought arguing that corporations are structured to minimize the costs of getting agents to follow the direction and interests of the principals. The theory essentially acknowledges that different parties involved in a given situation with the same given goal will have different motivations, and that these different motivations can manifest in divergent ways. It states that there will always be partial goal conflict among parties, efficiency is inseparable from effectiveness, and information will always be somewhat asymmetric between principal and agent. The theory has been successfully applied to myriad disciplines including accounting, economics, politics, finance, marketing, and sociology (Nikkinen and Sahlström, 2004).

This theory is relevant to the study because all organizations have people in the procurement department who explain their differences in behavior or decisions by noting that the two parties often have different goals and, independent of their respective goals, may have different attitudes toward risk. This implies that the whole procurement process requires a myriad of people with diverse skills and proper coordination of a vast amount of complex interrelated activities who can work toward minimizing the procurement risk. Management of procurement risks should be a continual activity, performed throughout the project life cycle. This way it is possible to tell with confidence whether the project is worthwhile for it to continue

2.1.4 Diffusion theory:

According to Schneberger and Jost, (1994), diffusion is defined as the process by which an innovation is adopted and gains acceptance by members of a certain community. A number of factors interact to influence the diffusion of an innovation. The four major factors that influence the diffusion process is the innovation itself, how information about the innovation is communicated, time, and the nature of the social system into which the innovation is being introduced (Rogers, 1995). In a very real sense, the underlying causes of instructional technology's diffusion problem remain a mystery to the warehousing industry. There appear to be as many reasons for the warehousing employee's lack of utilization as there are instructional technologists. Some instructional technologists blame an intrinsic resistance to change as the primary causes of warehousing technology's diffusion problem; others cite entrenched bureaucracies and inadequate funding (Schneberger & Jost, 1994). By better understanding the multitude of factors that influence adoption of innovations, warehousing employee will be better able to explain, predict and account for the factors that impede or facilitate the diffusion of their products. Many of the products produced by warehousing represent radical innovations in the form, organization, sequence, and delivery of instruction. The warehousing employee who understands the innovation process and theories of innovation diffusion will be more fully prepared to work effectively with clients and potential adopters (Schiffman, 1991).

The relevancy of the theory to the study is that innovation process through electronic procurement enhances efficiency and effectiveness of the procurement process. An efficient procurement process in the organizations will result in improved performance (Dobler, 2002). At the organization level, electronic procurement enhances infinite and non-restricted access to information and increases market transparency and economic incorporation based on complementarities (Carayannis & Popescu, 2005). Procurement technologies grasp a virtual market, open to capable suppliers (and goods) according to not mainly restrictive selection criteria, in which public administrations can choose goods and services offered by several suppliers (Petrie, 2001). The whole process is digital, using digital signature in order to guarantee transactions lawfully.

2.2 Conceptual framework:

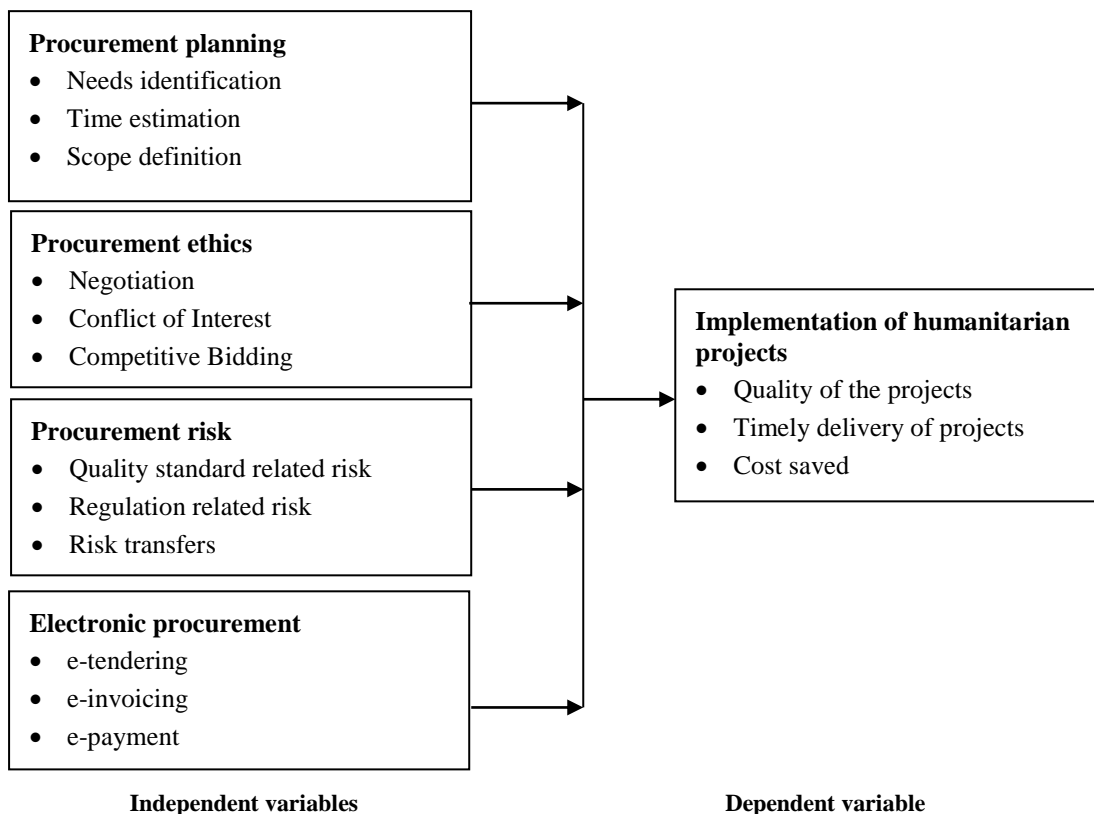


Figure 2.1: Conceptual framework

2.3 Empirical Literature:

2.3.1 Procurement planning:

Brown and Hyer (2010) asserted that in general planning includes identifying the purpose, defining the scope, determining customer requirements (user needs), identifying tasks (key procurement activities), estimating time (delivery schedules for goods and services) and cost, assigning responsibilities and other activities. Planning answers the question: What does the organization hope to accomplish by successfully completing this project? What organizational result is expected?

Frese et al (2013) contends that procurement 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 initial planning is not enough. Projects often take wrong turns, or initial solutions prove unfounded thereby necessitating re-planning and going back to the drawing board. A procurement plan may thus be subjected to review from time to time as and when necessary. Freeze emphasizes that planning requires an interactive process that requires agile re-thinking as the known environment shifts. According to Saunders (2011), procurement planning also encompasses the aspects of forecasting techniques to help in the process of predicting costs and cash flows (financial disbursements).

Lysons and Farrington (2010), on their part, have also underscored the relevance of resource allocation as an aspect of planning in the process of the project implementation strategy formulation. Resource allocation at this stage will normally assume the form of financial, physical, human and technological resources allocated to a function or activity. Such allocation is usually reduced to quantitative terms expressed in procurement budgets or financial statements of resources needed to achieve specific objectives or to implement a formulated strategy.

Mamiro (2010) points out that one of the major setbacks in public procurement is poor planning and management of the procurement process which include needs that are not well identified and estimated, unrealistic budgets and inadequacy of the skills of staff responsible for procurement. When planning is properly conceived and implemented, it can serve as an important mechanism for extracting, distributing and allocating resources (James, 2004).

Frese et al (2003) contends that planning requires excellent preparations, which includes detailed scheduling of the process implementation stages and milestones, task timeliness, fallback positions and re-planning. This means that initial planning is not enough. According to Saunders (1997), planning also encompasses the aspect of forecasting to help in the process of predicting costs and cash flows (financial disbursements). Ultimately, the purpose of procurement planning is to safeguard against delayed implementation of public projects and to avoid situations of budgetary constraints which would hinder successful project execution and completion.

2.3.2 Procurement ethics:

Okwiri (2012) studied of the roles of ethics in Supply Chain Management of oil Corporations and found that employees should be ethical responsible to enhance the performance of procurement in institutions. Planning generally enhances the gathering, evaluating and interpreting of essential data and information in order to produce knowledge relevant to good policy making. In many African countries, planning has not arrived at the level of achieving the aims described because of problems related to human and technical capacities and financial resources (Basheka, 2013).

Michael and Russell (2007) argue that, instituting a code of conduct could be based on efficiency, with codes being a binding ideal for a profession, in the interest of the public, consistent with rational self-interest and an effective tool towards self-regulation. Effective communication of accepted behavior and codes of conduct is capable of detecting and preventing indicators of procurement fraud like; excessive supplier hospitality to selected staff, new suppliers continually facing entry obstacles, budget holders pressuring buyers to place work with named suppliers, buyers' lifestyles changing dramatically, pricing schedules being completed in pencil, suppliers and contractors being very familiar with senior staff and specifications favoring a particular supplier.

According to Wood, (2007), procurement departments owe it to stakeholders internally and externally to deal with them and ethically, in line with CIPS regulations. Indulgence in ethical procurement is key in activating and maintaining the following trends; globalization of the market, negligible instances of financial loss arising from unethical practices. Ethical conduct in organizations has led to globalization, therefore increasing business competition (Erudge & Greer, 2009).

According to (Masterman, (2001), procurement ethics in procurement are essential in building sustainable partnerships with suppliers of services and goods to the procuring entity (Benn, 1997). Procurement ethics are also significant in dynamic environments. Procurement is highly flexible and dynamic and therefore needs a very high level of adherence to professional codes of conduct (Murphy, 1988). Ethical issues in a procuring entity are key in maintaining a close supplier-buyer relationship

According to Cooper, Frank & Kemp, (1997), Procurement ethics impact procurement competence by ensuring that factual information is transmitted to and from the different stakeholders that deal with the procuring entity. Ethics also avoid instances of friction between and among internal and external stakeholders.

Ndolo and Njagi (2014) observed that the more ethical the practices organizations are, the better the effectiveness of the procurement process. Transparency, fair treatment in bidding and award of tenders; accountability and responsible purchasing and supply have a positive implication on procurement processes in any organization and could thus result into increased performance and delivery.

Mbae (2014) observed that unethical practices among procurement officers in public procurement negatively affected procurement processes in Machakos County hence the overall procurement performance was affected. Other studies by Colin, Robert, Mark and Jonas (2014) indicate that donors are becoming more demanding on performance and impact, and less tolerable of expensive duplication of effort, which fosters competition between the humanitarian relief organizations as they endeavor to solicit the funding. Also, studies also indicate that ethics helps increase transparency and accountability in disaster response (Duran, Ergun, Keskinocak and Swann, 2013). More specifically, it is the issue of "anticipated responsiveness" that is addressed, since it is a key factor to dramatic reductions in response times making it possible to save lives, and to develop an "ethics of care" (Plot, 2009).

2.3.3 Procurement risk:

Ehsan et al, (2010) have noted that humanitarian industry is very poor in handling risks. This results in projects failing to meet time schedule, set budgets, defined specification and standards and in some case the scope of work. TSO (2009) put

forward that humanitarian organization should establish and maintain a cost effective risk management in their projects the aim being to ensure better decision making through good understanding of risks. Management of procurement risks should be a continual activity, performed throughout the project life cycle. This way it is possible to tell with confidence whether the project is worthwhile for it to continue.

TSO (2009) have described procurement risk management as the systematic application of procedures to the task of identifying and assessing risks and then planning and implementing risk responses. NZS (1999) have referred to procurement risk management as the culture, process and structure that are directed towards the effective management of potential opportunities and adverse situations. Procurement risk management involves the identification of influencing factors which could negatively impact on cost, schedule or quality objective of the project, quantification of the impact of potential risk and implementation of measures to mitigate the potential impact of the risk (Ehsan et al., 2010).

PMI (2013) proposes an almost similar definition for project management, as to include the process concerned with conducting risk management planning, identification, analysis, responses and monitoring and control on project. All these process are applied throughout the project lifecycle. All these steps of the risk management process should be included to deal with procurement risk in order to implement the processes of the project management (Mahendra et al., 2013).

2.3.4 Electronic Procurement:

According to Davila, Gupta and Palmer (2003), any technology designed to facilitate the acquisition of goods over the Internet can be defined as e-procurement. In Kenya, manual systems have been a source of major inefficiencies in the regulation and operations of the procurement function. Therefore there is need to adopt ICT in order to ensure proper functioning of the procurement system. To meet today's operating challenges, technical institutions are turning to ICT to improve the services for suppliers and other customers in order to lower operating costs and improving performance. Online communication, online tender advertising and computerized tendering process influences performance of the procurement function. IT offers smoother and faster process flow, efficient distribution of information, decentralization of tasks and decisions, increased transparency and better control (Mburu, 2014)

According to Aberdeen Group, (2011), electronic procurement enables organizations to decentralize operational procurement processes and centralize strategic procurement processes as a result of the higher supply chain transparency provided by procurement systems. An organization's procurement function is subdivided into strategic and operational processes since activities and priorities in these two areas are entirely different (Kaufmann, 2009). Supplier management, the pooling of purchase requisitions and procurement-oriented product development are tasks that are typically assigned to strategic procurement. Strategic procurement often have to deal with administrative routine work as well, such as individual transactions, converting purchase requests into purchase orders or ensuring the correct allocation of invoices received. Strategic aspects are frequently neglected in the process, with the buyer having little influence over the choice of suppliers and the purchased products (Sollish & Semanik, 2012).

According to Dobler, (2002), Electronic Procurement enhances efficiency and effectiveness of the procurement process. An efficient procurement process in the organizations will result in improved performance.. At the organization level, electronic Procurement enhances infinite and non-restricted access to information and increases market transparency and economic incorporation based on complementarities (Carayannis & Popescu, 2005).

According to Petrie, (2001), Procurement technologies grasp a virtual market, open to capable suppliers (and goods) according to not mainly restrictive selection criteria, in which public administrations can choose goods and services offered by several suppliers The whole process is digital, using digital signature in order to guarantee transactions lawfully

2.4 Procurement performance:

Smith and Conway identified seven key success factors which influence procurement, namely; a clear procurement strategy, effective management information and control systems, development of expertise, a role in corporate management, an entrepreneurial and proactive approach, co-ordination and focused efforts. An eighth is fundamental; communicate the key success factors to all levels of the organization and set out a procurement strategy to achieve continuous improvement in value for money. This should be based on total cost, quality, and enhancement of competitiveness of suppliers using best procurement practice.

Supplier performance has an impact on procurement performance. According to Leenders and Fearon (2002), decisions to buy instead of make to improve quality, lower inventories, integrate supplier and buyer systems and create co-operative relations underline need for good supplier performance. Recent trends are to have fewer suppliers; long-term contracts, e-procurement and continuing improvement in quality, price, and service require closer co-ordination and communication between key procurement partners. Supplier switching for lower prices may not result in the best long-term value. Sharing information and assisting suppliers to improve performance is a necessity for world-class performance.

There is need to have coherent methods of performance in the procurement function in PEs. Lardenoije, van Raaij and van Weele (2005) asserted that basing on financial performance and neglecting non-financial performance cannot improve the procurement operations because only partial performance is considered. Realization of procurement goals is influenced by internal and external forces. Interactions between various elements; professionalism, staffing levels and budget resources, procurement organizational structure, regulations, rules, and guidance, and internal control policies, all need attention and influence procurement performance.

2.5 Critique of the related literature review:

The critics laments that whereas the researcher takes cognizance of the efforts by previous researchers on the complex problem of poor implementation of humanitarian projects in Kenya, it should nevertheless be pointed out that the researches fell short of providing a holistic approach to addressing the problem. For instance, Kirungu (2011) only focuses on the general Procurement system as the sole factor affecting implementation of the Financial & Legal Sector Technical Assistance Project (FLSTAP). The study did not dissect and breakdown the individual elements of the procurement system to provide a more clear understanding of their individual contribution to poor project implementation or otherwise of the project. Secondly, the study confines itself only to specific projects implementation whereas the problem could be replicated across the board within the entire donor funded projects. Again whilst Malala (2011) and Rutere (2009) studies are laudable, they are only limited to the general effect of procurement on the performance of CDF Projects. The studies do not, however, seek to break down the particular elements of procurement that underpin effective projects implementation. Such a clear dissection would allow for a critical analysis of the contribution of these procurement practices to projects implementation (Dobler, 2002). Only choosing to focus on procurement from a general perspective is tantamount to taking a very narrow view to studying the problem at hand and may elicit inadequate response in addressing the challenges of humanitarian projects implementation in Kenya (Mburu, 2014)

2.6 Research gaps:

There are apparently significant gaps in the academic area of humanitarian projects implementation in Kenya leading to unwarranted loss and wastage of the scarce resources. No conclusive study has been carried out to quantify the extent of humanitarian projects failure and the resultant wastage of resources. A previous study by Moraa (2011) appears only to focus on roads projects at the Ministry of Roads, yet the problem may be more widespread across the board within the other sector like humanitarian projects. Moreover, not a lot has been researched in this area from a procurement standpoint, yet procurement has over the last one decade increasingly gained prominence within the humanitarian sector being at the core of the projects implementation process in Kenya. What has been lacking is providing the linkage between the humanitarian procurement system and the project implementation goals. As a result, procurement has in the past been relegated by researchers and project implementers to the periphery of humanitarian projects implementation process. Hence the high rate of humanitarians projects failure. Experience has demonstrated that it is only at the end of the process when the project fails that project implementers realize that they should have engaged with the procurement system, with a view to strengthening it, first and foremost, before embarking on the project itself. Even though some researchers including Kirungu (2011), Malala (2011), Mutunga (2010) and Rutere (2010) have attempted to bring to the fore the relevance of procurement in humanitarians projects implementation, their effort has generally been rather too general and as such wanting in detail thereby failing to address the specific aspects of procurement that affect project implementation. The researcher intends to bridge these glaring research gaps. This study is an effort to plug this gap and to provoke more critical thinking and research in the area of humanitarian projects implementation. What are mostly available are audit reports on failed projects in the context of humanitarian projects. These reports mainly concentrate on pinpointing individuals liable for failure and the probable risks to the concerned organizations, but are generally short on details on what the exact causes of project failure are and on what exactly needs to be done to correct the situation and reverse the trend in Kenya. The study also seeks to generate interest among public policy makers to come up with a manual or revise existing policies on humanitarian's projects implementation and more so those charged with the responsibility of implementing humanitarians projects to enhance successful implementation.

3. RESEARCH METHODOLOGY

3.1 Research design:

This study used descriptive research design in nature. It adopted qualitative and quantitative research strategies in order to find the solution to the study problem. This design was considered because it is designed to depict the participants in an accurate way and the researcher used case study method., (Emory and Cooper, 1995)

3.2 Population:

The target population of this study was all the humanitarian organizations in Turkana County. According to NGOs Coordination Board report, there are 26 humanitarian organizations in Turkana County. The 26 humanitarian organizations therefore formed the target population of the study. 326 employee was selected from those humanitarian organizations to form a target population

3.3 Sampling Frame:

Sampling frame is a small section of the target population which has been selected for observation and analysis. A list showing category, population size, sample size and percentage will serve as sample frame in this study which will be obtained. The study was undertaken at selected humanitarian organizations in Turkana County. The sampling frame was drawn from various employees in those humanitarian organizations in Turkana County

3.4 Sample & sampling techniques:

The sample size of a statistical sample can be defined as the number of observations that constitute it (Yin, 2009). Taking into consideration variables such as homogeneity in the data, and the experiences of other researchers (Bierstaker *et al.*, 2009), This study utilized a sample size of 240. The use of 240 respondents in the study was justified as it was in line with the recommendations of Mugenda and Mugenda (2009) who indicated that a descriptive study should include at least 30% of the total population. Since the sample size of 98 represented 30% of the population it was deemed appropriate. Furthermore, the sample size allowed the researcher to collect data from respondents

Humanitarian organizations in Turkana County	Population	Samples
Handicap International	27	8
African Rescue Committee	21	6
Care International	30	9
Caritas Internationalis	24	7
Catholic Relief Services	27	8
Christian Aid	33	10
Cord aid	36	11
Dan church aid	42	13
German Agro Action	45	14
Intersos	39	12
Total	326	98

3.5 Data Collection Instruments:

The researcher used questionnaires and secondary data as the research instrument to gather the relevant information needed related to the study. According to Dawson (2012), there are three basic types of questionnaires; closed ended, open-ended or a combination of both. Closed-ended questionnaires are used to generate statistics in quantitative research. Open-ended questionnaires are used in qualitative research, although some researchers will quantify the answers during the analysis stage. Whereas closed-ended questionnaires might be used to find out how many people use a service, open-ended questionnaires might be used to find out what people think about a service. The questionnaires was closed ended to respondents thus will not be limited to give their opinion regarding the study at hand.

3.6 Data Collection Procedure:

Data collection methods are classified as either primary or secondary depending on the research objective. For this research both primary and secondary data collecting methods will be used. Primary data was collected through the administration of questionnaires to senior management bank employees. Louis, Lawrence and Morrison, (2007) describes primary data as those items that are original to the problem under study while Ember and Ember, (2009) describe primary data as data collected by the investigator in various field sites explicitly for a comparative study. Secondary data was obtained from the NGOs Coordination Board website. Dawson, (2009) states that secondary research data involves the data collected using information from studies that other researchers have made of a subject. Ember and Ember, (2009) describe secondary data as data collected by others and found by the comparative researcher in ethnographies, censuses and histories.

3.7 Pilot test:

The study was carried out a pilot test to test the validity and reliability of the questionnaires in gathering the data required for purposes of the study. Kombo and Tromp, (2009) and Kothari (2014) describe a pilot test as a replica and rehearsal of the main survey. Pilot and Beck, (2013) states that the purpose of a pilot test is not so much to test research hypotheses, but rather to test protocols, data collection instruments, sample recruitment strategies and other aspects of a study in preparation for a larger study. This included clarity of instructions this involves making sure that the instructions are not misleading or confusing to the participants testing of the tasks and questions, this involves testing the actual research workflow ,research timing we evaluate the timing of each task and the overall experiment

3.8 Data Processing & Analysis:

The information gathered from the respondents was of a qualitative and quantitative nature. The data was summarized and then analyzed by the use of descriptive statistics comprising of tables, graphs and percentages. The MS Excel, statistical software will be used to analyze the collected information. This is because the MS Excel provides simplified analysis that is easy to interpret and present.

3.8.1 Model:

Analysis of data used multiple regressions to test the research questions. Multiple regressions was applied because the study consist of independent variables which are more than two and the model will assist to evaluate relationship between a dependent variable and the independent variables. Regression analysis is also used to understand which among the independent variables are related to the dependent variable, and to explore the forms of these relationships. In restricted circumstances, regression analysis can be used to infer causal relationships between the independent and dependent variables.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where,

Y= Implementation of humanitarian projects

X₁: Procurement planning

X₂: Procurement ethics

X₃: Procurement risk

X₄: electronic procurement

β_0 is the constant or intercept while β_1 , β_2 , β_3 , and β_4 , are the corresponding coefficients for the respective independent variables. ε is the error term which represents residual or disturbance factors or values that are not captured within the regression model.

4. RESEARCH FINDING AND DISCUSSION**4.1 Response Rate:**

The researcher administered a total of 100 questionnaires and 70 were completed and returned. This represents a response rate of 71% as shown in Table 4.1. According to Kothari (2007), a response rate of 50% is acceptable to analyses and publish, 60% is good, 70% is very good and beyond 80% is an excellent response rate

Table 4.1: Response rate

Category	Frequency	Percentage
Returned	70	71
Not Returned	28	29
Total	98	100

4.2 Pilot Study Results:

4.2.1 Reliability Results:

Cronbach's Alpha was used to test the reliability of the questionnaire. Since the research instrument yielded reliability coefficient of more than 0.7 on Procurement planning, Procurement ethics, Procurement risk and Electronic procurement. It can be concluded that the research instrument was adequate for subsequent analysis.

Table 4.2: Cronbach Alpha for Reliability Assessment

Variables	Number of Items	Cronbach Alpha	Remarks
Procurement planning	6	0.713	Accepted
Procurement ethics	5	0.708	Accepted
Procurement risk	6	0.810	Accepted
Electronic procurement	6	0.620	Questionable

4.3 Descriptive Statistics:

4.3.1 Influence Of Procurement Planning On The Implementation Of Humanitarian Projects In Kenya:

The fourth question respondents were asked to indicate the extent to which they agreed with the influence of procurement planning on the implementation of humanitarian projects in Kenya. This was on a likert scale form with the possible answer to choose like: not at all, small extent, moderate, large extent and very large extent. Thus, in this study the scale of not all and small extent meant disagree while large and very large extent meant agreed.

The study found out that 56.25% of the respondents in this study agreed that there is need for continuous training of staffs involved in procurement on procurement planning, 41% of the respondents indicated moderate and small number of respondents disagreed. In addition to majority of respondents (47.91%) agreed that Procurement planning promote mutual planning and problem solving efforts in the organizations (35.42%) disagreed with the statement then 16.67% were moderate. Also, 81.25% of the respondents agreed that Procurement planning facilitates integration of internal operations in the organization, 12.5% of the respondents indicated moderate and 6.25% of the respondents disagreed. With regard to service levels, majority of respondents 45.83% agreed that Procurement planning aid organizations to adopt cost effective design choices while 31.35% of the respondents disagreed and 22.92% of the respondents were moderate. In line Effectiveness and efficiency has been achieved through Procurement planning 64.58% of the respondents agreed with the statement while only 18.75% disagreed it leaving only 16.67% respondents indicating moderate. Lastly, 54.17% of the respondents agreed that Procurement planning enhances the organizations to delivers services timely, 18.75% of the respondents indicated moderate and 27.08% of the respondents disagreed The rest of the results have been summarized in the table below.

1-Strongly Agree 2-Agree 3-Neutral 4-Disagree 5-Strongly Disagree

Table 4.3: Aspects of procurement planning

Aspects of procurement planning	5	4	3	2	1	Mean	Std Deviation
There is need for continuous training of staffs involved in procurement on procurement planning	18.75%	12.5%	12.5%	25%	31.25%	2.6250	1.51060
Procurement planning promote mutual planning and problem solving efforts in the organizations	16.67%	18.75%	16.67%	27.08%	20.83%	2.8333	1.40415
Procurement planning facilitates integration of internal operations in the organization	2.08%	4.17%	12.5%	31.25%	50%	1.7708	.97281

Procurement planning aid organizations to adopt cost effective design choices	10.42%	20.83%	22.92%	20.83%	25%	2.7083	1.33621
Effectiveness and efficiency has been achieved through Procurement planning	8.33%	10.42%	16.67%	18.75%	45.83%	2.1667	1.34217
Procurement planning enhances the organizations to delivers services timely	14.58%	12.50%	18.75%	43.75%	10.42%	2.7708	1.24182

4.3.2 Influence of procurement ethics on the implementation of humanitarian projects in Kenya:

The study revealed that 77.08% of the respondents agreed that Professional ethics are key in activating both competition and globalization in procurement., 12.5% of the respondents indicated moderate and small number of 10.41% respondents disagreed. Also, majority of respondents (47.91%) agreed that Professional ethics enable maintenance of healthy stakeholder relationships. and a small number of respondents (35.42%) disagreed with the statement then 16.67% were moderate. In contrary, 62.50% of the respondents disagreed Professional ethics are significant in defending against temptation to act incompetently in procurement, 10.42% of the respondents indicated moderate and 27.08% of the respondents disagreed. With regard to whether the Professional ethics are key in managing corporate behavior and procurement procedures, majority of respondents 45.83% disagreed while 31.25% of the respondents agreed and 22.92% of the respondents were moderate. In line with whether Procurement ethics enhances the organizations to delivers services timely 42.67% of the respondents disagreed with the statement while only 39.59% agreed it leaving only 18.75% respondents indicating moderate. The rest of the results have been summarized in the table below.

1-Strongly Agree 2-Agree 3-Neutral 4-Disagree 5-Strongly Disagree

Table 4.4: Aspects of procurement ethics

Aspects of procurement ethics	5	4	3	2	1	Mean	Std Deviation
Professional ethics are key in activating both competition and globalization in procurement.	8.33%	2.08%	12.5%	14.58%	62.50%	1.7917	1.25407
Professional ethics enable maintenance of healthy stakeholder relationships.	16.67%	18.75%	16.67%	27.08%	20.83%	2.8333	1.40415
Professional ethics are significant in defending against temptation to act incompetently in procurement.	16.67%	45.83%	10.42%	8.33%	18.75%	3.3333	1.37351
Professional ethics are key in managing corporate behavior and procurement procedures	25%	20.83%	22.92%	20.83%	10.42%	3.2917	1.33621
Procurement ethics enhances the organizations to delivers services timely	10.42%	31.25%	18.75%	22.92%	16.67%	2.9583	1.28756

4.3.3 Influence of procurement risk on the implementation of humanitarian projects in Kenya:

The study revealed that 79.16% of the respondents agreed that the level of procurement risk in our organization is very high, 12.5% of the respondents indicated moderate and small number of 8.34% respondents disagreed. Also, majority of respondents 52.08% agreed that Wastage of procurement materials in the organization affect the internal procurement operations and only 35.42% of respondents disagreed with the statement then 12.50% were moderate. In contrary, 52.09% of the respondents disagreed that on matters dealing with delays in supply of procurement materials increases ineffectiveness and inefficiency in our organization, 12.50% of the respondents indicated moderate and 35.42% of the respondents agreed. With regard to whether the financial failure of the suppliers jeopardize the implementations of the humanitarian projects, majority of respondents 45.83% disagreed while 33.33% of the respondents agreed and 20.83% of the respondents were moderate. In line with whether Exchange rate fluctuations and inflation increases cost procurement transaction 41.67% of the respondents disagreed with the statement while only 41.67% agreed it leaving only 16.67% respondents indicating moderate. Also, 54.17% of the respondents agreed that delays in supply of procurement materials jeopardize the company to delivers services timely while remaining got both 18.75% and 27.08 that is moderate and disagree respectively. The rest of the results have been summarized in the table below.

Table 4.5: Aspect of procurement risk

Statements	5	4	3	2	1	Mean	Std Deviation
The level of procurement risk in our organization is very high	4.17%	4.17%	12.50%	68.75%	10.41%	2.2292	0.85650
Wastage of procurement materials in the organization affect the internal procurement operations	16.67%	18.75%	12.50%	27.08%	25.00%	2.7500	1.45134
Delays in supply of procurement materials increases ineffectiveness and inefficiency in our organization	10.42%	41.67%	12.50%	25.00%	10.42%	3.1667	1.22619
Financial failure of the suppliers jeopardize the implementations of the humanitarian projects	27.08%	18.75%	20.83%	14.58%	18.75%	3.2083	1.47256
Exchange rate fluctuations and inflation increases cost procurement transaction	10.42%	31.25%	16.67%	22.92%	18.75%	2.9167	1.31818
Delays in supply of procurement materials jeopardize the company to delivers services timely	14.58%	12.50%	18.75%	43.75%	10.42%	2.7708	1.24182

4.3.4 Influence of electronic procurement on the implementation of humanitarian projects in Kenya:

The study revealed that 50% of the respondents agreed that Low infrastructure and transaction costs achieved through e-tendering allow the organizations to exploit the increased procurement related opportunities, 20.83% of the respondents indicated moderate and small number of 29.17% respondents disagreed. Also, majority of respondents 81.25% agreed that there is a secure and low cost procurement transaction through E-Invoicing and only 8.33% of respondents disagreed with the statement then 20.83% were moderate. In contrary, 52.08% of the respondents disagreed that E-Invoicing eases retrieval and processing of data in our organization, 16.67% of the respondents indicated moderate and 31.25% of the respondents disagreed. With regard to whether Electronic procurement facilitates integration of internal operations, 22.92% respondents disagreed while 62.50% of the respondents agreed and 14.58% of the respondents were moderate. In line with whether Effectiveness and efficiency has been achieved through electronic procurement 18.75% of the respondents disagreed with the statement while only 62.50% agreed it leaving only 18.75% respondents indicating moderate. Also, 54.17% of the respondents agreed that Electronic procurement enable the company delivers services timely while remaining got both 29.16% and 12.50% that is disagree and moderate respectively. Hence this findings were consistent with the study of Kituzi (2016) on Influence Of E-Procurement On Organizational Performance: The Case Of Kenya Association Of Manufacturers Firms In Nairobi County, Kenya which indicated that there is a significant positive relationship between the components of e-procurement namely; data transmission, buyer/supplier collaboration, systems management and billing management of the eprocurement process with the organizational performance of manufacturing firms in Nairobi County Kenya. Hence her study recommended that manufacturing firms in Nairobi need to incorporate all the e-procurement components into the system to enable them to improve the overall performance of their firms. The rest of the results have been summarized in the table below.

1-Strongly Agree 2-Agree 3-Neutral 4-Disagree 5-Strongly Disagree

Table 4.6: Aspects of electronic procurement

Statements	5	4	3	2	1		
Low infrastructure and transaction costs achieved through e-tendering allow the organizations to exploit the increased procurement related opportunities	12.50%	16.67%	20.83%	27.08%	22.92%	2.6875	1.33936
There is a secure and low cost procurement transaction through E-Invoicing	2.08%	6.25%	10.42%	22.92%	58.33%	1.7083	1.03056
E-Invoicing eases retrieval and processing of data in our organization	27.08%	25%	16.67%	18.75%	12.5%	3.3542	1.39130

Electronic procurement facilitates integration of internal operations	10.42%	12.50%	14.58%	12.50%	50%	2.2083	1.44338
Effectiveness and efficiency has been achieved through electronic Procurement	4.17%	14.58%	18.75%	22.92%	39.58%	2.2083	1.23699
Electronic procurement enable the company delivers services timely	12.50%	16.67%	20.83%	27.08%	22.92%	2.6875	1.33936

4.3.5 Implementation of humanitarian projects:

4.3.5.1 Weight of the factors on their contribution to the implementation of humanitarian projects:

The study wished to establish the how the respondents ranked the factors on their contribution to the implementation of humanitarian projects. According to the ranking; procurement planning had the greatest effect on the implementation of humanitarian projects followed by procurement ethics, then electronic procurement while procurement risk had the least effect to the implementation of humanitarian projects. The results have been summarized in the table below.

Table 4.7: Weight of the factors on their contribution to implementation of humanitarian projects

Factors	Frequency	Percentage
Procurement planning	30	43%
Procurement ethics	20	29%
Procurement risk	8	11%
Electronic procurement	12	17%
Total	70	100%

4.3.5.2 The trends of the projects related cost of the humanitarian projects for the last five years:

The study wished to establish the trends of the projects related cost of the humanitarian projects for the last five years. The majority (50%) were of the view that projects related cost of the humanitarian projects has significantly decreased while minority (29%) was of the view that quality of the humanitarian projects has remained the same. However 21% of the respondents were of the view that projects related cost of the humanitarian projects has significantly increased. The results have been summarized in the table below

Table 4.8: The trends of the of the quality of the projects of organizations for the last five years

Factors	Frequency	Percentage
Significantly increased	15	21%
Remained the same	20	29%
Significantly decreased	35	50%
Total	70	100

4.3.5.3 The trends of the timely delivery of the humanitarian projects for the last five years:

The study wished to establish the trends of the timely delivery of projects of the humanitarian projects for the last five years. The majority (57%) were of the view that trends of the timely delivery of projects has significantly decreased while minority (29%) was of the view that trends of the timely delivery of projects has remained the same. However 14% of the respondents were of the view that trends of the timely delivery of projects has significantly increased. The results have been summarized in the table below

Table 4.9: The trends of the timely delivery of the humanitarian projects for the last five years

Factors	Frequency	Percentage
Significantly increased	10	14%
Remained the same	20	29%
Significantly decreased	40	57%
Total	70	100

4.3.5.4 The trends of the of the quality of the humanitarian projects for the last five years:

The study wished to establish the trends of trends of the quality of the projects of the humanitarian projects for the last five years. The majority (71%) were of the view that quality of the humanitarian projects has significantly decreased while minority (11%) was of the view that quality of the humanitarian projects has remained the same. However 18% of the respondents were of the view that quality of the humanitarian projects has significantly increased. The results have been summarized in the table below

Table 4.10: The trends of the of the quality of the humanitarian projects for the last five years

Factors	Frequency	Percentage
Significantly increased	12	18%
Remained the same	8	11%
Significantly decreased	50	71%
Total	70	100

4.4 Inferential Analysis:

4.4.1 Correlation Analysis:

According to Orodho, (2003) the term correlation refers to the strength of a relationship between two variables. The study findings indicated that there was a significant positive relationship between procurement planning and implementation process of humanitarian projects in Kenya ($\rho=0.037$, p -value <0.05). This implies that a unit change in procurement planning process increases the level of implementation process of humanitarian projects by 3.7%.

Secondly there was a positive and significant relationship between procurement ethics and implementation process of humanitarian projects in Kenya ($\rho =0.057$, P value <0.05). This implies that a unit change in procurement ethics increases level of implementation process of humanitarian projects by 5.7%.

Thirdly there was a positive and significant relationship between procurement risk and implementation process of humanitarian projects in Kenya ($\rho =0.268$, P value <0.05). This implies that a unit change in procurement risk increases level of implementation process of humanitarian projects in Kenya by 26.8%.

Lastly there was a positive and significant relationship between electronic procurement and level of implementation process of humanitarian projects in Kenya ($\rho =0.446$, P value <0.05). This implies that a unit change in electronic procurement increases level of implementation process of humanitarian projects in Kenya by 44.6%. The finding of correlation analysis between the variables were as shown in table below which shown that all the independent variable had no significant correlation with each other'

Table 4.11: Correlations

		Procurement Planning	Procurement Ethics	Procurement Risk	Electronic Procurement	Implementation Of Humanitarian Project
Procurement Planning	Pearson Correlation	1	.153	.052	-.016	.037
	Sig. (2-tailed)		.133	.610	.875	.719
	N	98	98	98	98	98
Procurement ethics	Pearson Correlation	.153	1	.326**	-.004	.057
	Sig. (2-tailed)	.133		.001	.972	.579
	N	98	98	98	98	98
Procurement risk	Pearson Correlation	.052	.326**	1	.362**	.268**
	Sig. (2-tailed)	.610	.001		.000	.008
	N	98	98	98	98	98
Electronic procurement	Pearson Correlation	-.016	-.004	.362**	1	.446**
	Sig. (2-tailed)	.875	.972	.000		.000
	N	98	98	98	98	98
Implementation Of Humanitarian Project	Pearson Correlation	.037	.057	.268**	.446**	1
	Sig. (2-tailed)	.719	.579	.008	.000	
	N	98	98	98	98	98

** . Correlation is significant at the 0.01 level (2-tailed).

4.4.2 Multivariate Regression Model:

Multivariate regression analysis sought to present and expand the results on the joint role of all the independent variable on the dependent variable. In this section the findings are discussed focusing on the he general objective of this study was to evaluate the influence of procurement practices of implementation on humanitarian projects in Kenya. To achieve this, four procurement practices were majorly focused, namely Procurement planning, Procurement ethics, Procurement risk and Electronic procurement gainst the implementation process on humanitarian projects in Kenya as assessed by the Quality of the projects, Timely delivery of projects and Cost saved. To compute the results of multiple linear regression model was adopted to test the significance of the role of the independent variable on the dependent variable. Hence the overall model for the study was

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

Where: Y= Implementation Process on Humanitarian Projects

β_0 =Constant

X_1 = Procurement planning

X_2 = Procurement ethics

X_3 = Procurement risk

X_4 = Electronic procurement

$\beta_1 \beta_2 \beta_3 \beta_4$ = Regression co-efficient

ϵ =Error term

The findings in the table below shows the analysis of the model used in this research. The results show that the overall model was efficient because it conform to the coefficient of determination which 0.462 that is mean all the independent variables play 46.2% influence on the variation in the dependent variable

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics						Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	F	
1	.462 ^a	.214	.180	.95564	.214	6.325	4	93	.000	1.610	

A. Predictors: (Constant), Electronic Procurement, Procurement Ethics, Procurement planning, Procurement Risk

B. Dependent Variable: Implementation Of Humanitarian Projects

In Table below the ANOVA was used to show the overall model significance. Since the p-value is less than the 0.05, then overall independent variables had a significant explanatory power on operational performance (F = 6.325 and p value <0.05).

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	23.106	4	5.776	6.325	.000 ^b
1 Residual	84.931	93	.913		
Total	108.037	97			

A. Dependent Variable: Implementation Of Humanitarian Projects

B. Predictors: (Constant), Electronic Procurement, Procurement Ethics, Procurement Planning, Procurement Risk

The findings on the regression coefficient performed and in the table below reveals that there exist a significant relationship between the dependent variable Implementation Of Humanitarian Projects and the independent variables: Electronic Procurement, Procurement Ethics, Procurement Planning, Procurement Risk. From the study, overall model is computed as

$$Y=0.432+0.050X_1+0.019X_2+0.159X_3+0.6 X_4 + \varepsilon$$

Beta coefficients of 0.432, 0.050, 0.019, 0.159 and 0.600 respectively justify the relevance of the model findings. The results indicate that a change in either if the variables will certainly lead to a positive change in Implementation Of Humanitarian Projects

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.432	.574		.753	.454
Procurement Planning	.050	.132	.035	.376	.708
1 Procurement Ethics	.019	.124	.016	.157	.876
Procurement Risk	.159	.146	.114	1.084	.281
Electronic Procurement	.600	.147	.406	4.071	.000

a. Dependent Variable: implementation of humanitarian projects

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the findings:

5.1.1 Procurement planning:

The study established that there is need for continuous training of staffs involved in procurement on procurement planning. The study also established that procurement planning facilitates integration of internal operations in the organization. Furthermore, the study established that procurement planning aid organizations to adopt cost effective design choices. The study further established that effectiveness and efficiency has been achieved through Procurement planning. The study also established that procurement planning enhances the organizations to delivers services timely. However, the study established that procurement planning promote mutual planning and problem solving efforts in the organizations

5.1.2 Procurement ethics:

The study established that professional ethics are key in activating both competition and globalization in procurement. The study also found out that professional ethics enable maintenance of healthy stakeholder relationships. Furthermore; the study established that professional ethics are significant in defending against temptation to act incompetently in procurement. The study further established that professional ethics are key in managing corporate behavior and procurement procedures. Finally; the study established that Procurement ethics enhances the organizations to delivers services timely

5.1.3 Procurement risk:

The study established that the level of procurement risk in our organization is very high. The study also established that wastage of procurement materials in the organization affect the internal procurement operations. Furthermore, the study established that delays in supply of procurement materials increases ineffectiveness and inefficiency in our organization. The study further established that financial failure of the suppliers jeopardize the implementations of the humanitarian projects. Also, the study established that exchange rate fluctuations and inflation increases cost procurement transaction. Finally, the study established that delays in supply of procurement materials jeopardize the company to delivers services timely.

5.1.4 Electronic procurement:

The study established that low infrastructure and transaction costs achieved through e-tendering allow the organizations to exploit the increased procurement related opportunities. The study also established that there is a secure and low cost procurement transaction through E-Invoicing. The study further established that E-Invoicing eases retrieval and processing of data in our organization. Also, the study established that electronic procurement facilitates integration of internal operations. The study also established that effectiveness and efficiency has been achieved through electronic Procurement. Finally, the study established that electronic procurement enable the company delivers services timely

5.2 Conclusion:

5.2.1 Procurement planning:

Regarding procurement planning, the study concluded that procurement planning had a significant and a positive effect on implementation of humanitarian projects in Kenya. Sound procurement planning provides the basis for organizing the work on the project and allocating responsibilities to individuals. This implies that well defined objectives and policies serve as the framework for the decisions to be made by the procurement manager in underscoring the critical role procurement planning plays in successful project implementation. Therefore, procurement planning requires excellent forward planning, which includes detailed planning of the process implementation stages and milestones, task timeliness, fallback positions and re-planning.

5.2.2 Procurement ethics:

The study concluded that procurement ethics had a significant and a positive effect on implementation of humanitarian projects in Kenya. This implies that ethics in procurement is not only the business of humanitarian organizations but also the globalization of markets which is pressurizing organizations to develop codes as public statements of core principles that are universally applicable. With the practicing of procurement ethics several ethical issues relating to suppliers will be avoided that include: avoidance of conflict of interest, protection of confidential information, maintaining good relationships with suppliers and third parties and avoiding acceptance of gifts, gratuities and hospitality inducements which are likely to compromise procurement decisions.

5.2.3 Procurement risk:

The study concluded that procurement risk had a significant and a positive effect on implementation of humanitarian projects in Kenya. This implies that humanitarian organization should establish and maintain a cost effective risk management in their projects the aim being to ensure better decision making through good understanding of risks to enhance the implementation of humanitarian projects. Procurement risk management should also involve the identification of influencing factors which could negatively impact on cost, schedule or quality objective of the project, quantification of the impact of potential risk and implementation of measures to mitigate the potential impact of the risk.

5.2.4 Electronic procurement:

The study concluded that electronic procurement had a significant and positive effect on the implementation of humanitarian projects in Kenya. This implies that electronic procurement enables organizations to decentralize operational procurement processes and centralize strategic procurement processes as a result of the higher supply chain transparency provided by procurement systems which in turns enhances the implementation of humanitarian projects in Kenya. Electronic Procurement also enhances efficiency and effectiveness of the procurement process. An efficient procurement process in the organizations will result in improved performance.

5.3 Recommendations:

5.3.1 Procurement planning:

This study therefore recommends that humanitarian organizations should develop the resource requirements needs for their department to allow procurement department proper budgetary allocation vote to the needs of the department to avoid wastages of resources and where over spending without planning a risk factor for procurement professionals.

5.3.2 Procurement ethics

This study recommends that humanitarian organizations should put in place an ethics' policy and thorough training done to all procurement staff in order to have a wide knowledge on how to deal with ethical issues. Being an ethical organization is not enough anymore as investors, business partners, regulators and media organizations now expect any organization and its entire procurement to be ethical.

5.3.3 Procurement risk:

The study recommends that humanitarian organizations should enhance project risk management strategies as this would improve efficiency in implementation of humanitarian's projects in Kenya. The study recommends that humanitarian organizations should enhance their project risk portfolio management involving portfolio management, risk based assessment, administrative task of collecting and governance rules.

5.3.4 Electronic procurement:

This study therefore recommends that humanitarian organizations should invest in information technology especially e-procurement in their procurement departments to ensure that the procurement process are made more efficient towards aiding implementation of humanitarian's projects in such organization without necessarily compromising the integrity of any procurement process.

5.4 Suggestions for Further Research:

Upon successful completion of this report, the study suggests that similar study can be done in other sectors including projects related to airlines, roads, infrastructure etc. Further, challenges facing adoption and implementation of humanitarian projects in Kenya should be done to identify the factors limiting performance of humanitarian projects in relation to procurement practices. The study focused on procurement practices influencing implementation of humanitarian's projects in Kenya. The study focused on procurement planning, procurement ethics, procurement risk and electronic procurement in the context of Turkana County. The study recommends that a similar study be conducted in other 46 counties i.e. to assess whether procurement practices influence implementation of humanitarian's projects in Nairobi County.

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