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PUBLICPROCUREMENT POLICIES AND IMPLEMENTATION OF DONOR FUNDED HEALTH CARE PROJECTS IN KENYA: A CASE OF NAKURU COUNTY

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ST. PAUL'S UNIVERSITY

A RESEARCH DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS AND LEADERSHIP STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION (PURCHASING AND SUPPLIES MANAGEMENT OPTION) OF ST. PAUL'S UNIVERSITY

SEPTEMBER, 2024

DECLARATION

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DEDICATION

I dedicate this dissertation to my husband Khohot Lock, children Melvin Kibet, Ray Lock, Blessing Jepkoech and Ann Ajani. To my sister Lydia Rop and my loving mother Dinah Rop who have been instrumental to my entire MBA studies. They supported me through love, understanding and encouragement without which the journey would have been longer and less motivating.

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LIST OF ABBREVIATIONS

B-BBEE	Broad-Based Black Economic Empowerment
COB	Controller of Budget
EACC	Ethics and Anti-Corruption Commission
EMRs	Electronic Medical Records
FAR	Federal Acquisition Regulation
GFATM	Global Fund to Fight AIDS, Tuberculosis, and Malaria
KEMRI	Kenya Medical Research Institute
NACOSTI	National Commission for Science, Technology and Innovation
NGOs	Non-Governmental Organizations
OECD	Organization for Economic Co-operation and Development
PAT	The Principal-Agent Theory
PEPFAR	President's Emergency Plan for AIDS Relief
PPDA	Public Procurement and Disposal Act
PPP	Public-Private Partnership
PPPFA	Preferential Procurement Policy Framework Act
RDT	Resource Dependency Theory
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
UK	United Kingdom
USAID	United States Agency for International Development
WHO	World Health Organization

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OPERATIONAL DEFINITION OF KEY TERMS

Public Procurement Policies	Public procurement policies refer to the set of rules, regulations and guidelines established by government bodies or public organizations to govern the process of acquiring goods, services, or construction projects using public funds.
Donor Funded Health Care Projects	These are initiatives or programs in the healthcare sector that are financially supported by external donors such as international organizations, governments, or non-governmental organizations. These projects aim to improve healthcare services, infrastructure, or capacity.
Procurement Planning	This involves the systematic and strategic process of identifying, assessing, and determining the procurement needs of an organization or project.
Supplier Selection	Refers to the process of evaluating and choosing vendors, suppliers, or contractors to provide goods, services, or works based on specific criteria and requirements.
Contract Monitoring	Refers to the ongoing process of overseeing and assessing the performance and compliance of suppliers or contractors with the terms, conditions, and obligations specified in a contract.
Contract Review	Refers to examination and evaluation of a contract's terms, conditions, clauses, and legal implications to ensure accuracy, consistency, and compliance with applicable laws, regulations, and organizational policies.

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ABSTRACT

Donor funded projects play a significant role in provision of health care in Kenya which to a greater extent make health care affordable. In this context it is anticipated that the government support of such would lead to more efficiency in operations. However, by design or otherwise, various obstacles are experienced in effort to deliver the best service possible. This is not the case where some challenges are experienced in the process of execution. The study sought to assess the effect of public procurementpolicies on implementation of donor funded health care projects in Kenya: a case of Nakuru County. The specific objectives of the study were to assess the effect of procurement planning on implementation of donor funded health care projects in Nakuru County in Kenya; effect of supplier selection on implementation of donor funded health care projects in Nakuru County in Kenya; effect of contract monitoring on implementation of donor funded health care projects in Nakuru County in Kenya; effect of contract review on implementation of donor funded health care projects in Nakuru County in Kenya. The study was anchored on resource dependency theory, principal dependency theory, institutional theory and diffusion of innovations theory. The study adopted descriptive research design. The target population was 54 procurement officers, 24 accountants, 15 coordinators, 32 project managers which gave a total of 125 respondents. Primary data was sourced from the respondents through the use of semi structured questionnaires. Semi structured questionnaires collected both quantitative data and qualitative data. A pilot study was conducted in Uasin Gishu County where 13 questionnaires were issued to procurement officers, accountants, coordinators and project managers in three health facilities that had project that is funded by non-governmental organization. The content validity was determined through thorough literature review and by consultation with the experts in the area of procurement. The reliability of the instruments was determined using Cronbach Alpha index. Item with reliability coefficients of at least 0.5 to 0.70 and above was accepted as reliable. Quantitative data was analyzed through various statistical tests and presented in form of tables and charts. Statistical Package for Social Sciences Version 26 was used to aid the manipulation of data to ascertain accuracy. The study reveals that procurement planning has the greatest impact on the implementation of donor-funded healthcare projects in Nakuru County, contributing 0.596 units per every unit of improvement. Contract review follows closely, with a 0.323 unit contribution to project success. Contract monitoring accounts for 0.245 units of improvement, while supplier selection has the least effect, contributing 0.233 units. These findings emphasize that procurement planning and contract review are the most influential factors in successful project implementation, aligning with some previous studies while contradicting others. The study recommended that managers of donor funded projects should identify potential risks associated with procurement, such as supply chain disruptions or quality issues and develop contingency plans to mitigate them. Regarding supplier selection on implementation of these projects, the study recommended that managers should establish clear and well-defined criteria for supplier selection, including experience, quality standards, capacity, and financial stability.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Public procurement policies are an essential component of accountability and transparency in the procurement process as a requirement by non-governmental organizations (NGOs). These policies help ensure that NGOs are accountable to their donors and the communities they serve, and that procurement activities are carried out in a fair and transparent manner, (Hussain, et al., 2021). In the United States, the procurement policies of NGOs are primarily governed by the Federal Acquisition Regulation (FAR). According to the FAR, NGOs are required to use competitive procurement procedures for purchases exceeding a certain threshold. This ensures that the procurement process is fair and transparent, and that the NGO receives the best value for money. In addition, NGOs are required to maintain documentation of their procurement activities to demonstrate compliance with applicable laws and regulations (USAID, 2020).

In the United Kingdom, NGOs are required to comply with the Public Contracts Regulations 2015 when procuring goods and services. The regulations require NGOs to use a competitive procurement process, which involves advertising procurement opportunities and inviting bids or projects from potential suppliers. The regulations also require NGOs to maintain documentation of their procurement activities, including procurement plans, tender documents, and contracts. NGOs must ensure that their procurement activities comply with other applicable laws and regulations, such as the Equality Act 2010 and the Modern Slavery Act 2015 (UK Government, 2015).

In India, NGOs are required to adhere to the procurement guidelines established by the Ministry of Finance, which aim to ensure transparency and accountability in the procurement process. The guidelines require NGOs to use a competitive procurement process, which involves inviting bids or projects from potential suppliers, and selecting the supplier that offers the best value for money (Ministry of Finance, 2017). This process helps to ensure that the procurement process is fair and transparent, and that the NGO receives the best possible goods or services for the funds it spends.

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NGOs are also required to maintain documentation of their procurement activities. This documentation helps to ensure that the procurement process is transparent and accountable, and that the NGO can demonstrate compliance with applicable laws and regulations, (Alam, 2016).

In Uganda, the government recognizes the vital role played by NGOs in healthcare service delivery. Public procurement policies govern the selection and contracting of NGOs for health care projects. NGOs are typically required to meet specific criteria, including legal registration, financial stability, technical capacity, and adherence to procurement regulations. NGOs in Uganda implement a wide range of health care projects, including those focusing on maternal and child health, HIV/AIDS prevention and treatment, malaria control, and community health outreach. These projects often receive funding from international donors, foundations, and development agencies. NGOs collaborate with local health authorities and community-based organizations to ensure effective implementation and reach underserved populations (Public Procurement Regulatory Authority, 2018).

In Tanzania, The Tanzania Commission for AIDS (TACAIDS) and the Ministry of Health, Community Development, Gender, Elderly, and Children oversee the registration, coordination, and regulation of NGOs in the health sector. NGOs in Tanzania implement various health care projects, including those focusing on HIV/AIDS prevention and treatment, malaria control, reproductive health, and community-based health programs. These projects often receive funding from international donors, multilateral organizations, and foundations (National Treasury, 2017). NGOs collaborate with the government, local health authorities, and community-based organizations to ensure effective implementation and alignment with national health priorities (Department of Trade and Industry, 2017).

In Kenya, NGOs are required to adhere to the Public Procurement and Assets Disposal Act, 2015 (PPADA, 2015). The PPDA (2015) requires NGOs to use a competitive procurement process and to ensure that procurement activities are conducted in a transparent and accountable manner. NGOs are also required to publish procurement notices in the local newspapers and on the PPDA website to ensure that the procurement process is open and competitive (NGO Coordination

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Board, 2016). In addition to the PPADA, NGOs in Kenya must also adhere to other policies and guidelines related to public procurement. For example, the Public Procurement and Asset Disposal Regulations, 2020, provide detailed procedures and guidelines for public procurement in Kenya, including requirements related to the planning, selection, and monitoring of suppliers (Kenya Law Reform Commission, 2020).

To ensure compliance with these policies and guidelines, NGOs in Kenya must develop robust procurement policies and procedures that are consistent with the PPADA and other applicable laws and regulations. These policies and procedures should include clear guidelines for conducting procurement activities, including the use of competitive bidding, the evaluation of supplier projects, and the selection of suppliers based on objective criteria (NGO Coordination Board, 2016). To further promote transparency and accountability in public procurement, NGOs in Kenya are also required to maintain detailed records of their procurement activities, including procurement plans, tender documents, and contracts, (Jepchumba, 2016). These records must be made available for audit and review by the relevant government authorities, and failure to maintain accurate records can result in severe consequences, including fines and suspension of procurement privileges (Kenya Law Reform Commission, 2020).

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1.1.1 Public Procurement Policies

Public procurement policies refer to the laws, regulations, and procedures that govern the purchase of goods, works and services by government entities. These policies are put in place to ensure that government procurement processes are transparent, fair, and competitive, while also promoting efficiency and value for money (European Commission, 2017). They play a vital role in promoting good governance, accountability, and transparency in government operations. Such policies ensure that government entities conduct their procurement processes in a fair, transparent and competitive manner, thereby avoiding corruption, waste, and fraud. They promote efficiency in government operations as well as ensuring that government entities purchase goods and services that are of high quality and provide value for money (World Bank, 2016).

Bhatia and Jain (2019) notes that procurement planning, supplier selection, contract monitoring, and contract review are essential in public procurement. They help to ensure that government entities procure goods, works and services efficiently, transparently and with accountability. Consequently, effective implementation aid in reducing procurement costs, improve procurement efficiency and ensure that government entities receive the goods, works and services they require.

Procurement planning is the process of identifying the goods and services required by a government entity, determining the necessary quantities, procurement methods, source of budget and developing departmental work plans to procure supplies efficiently. It involves conducting a needs assessment, establishing procurement priorities, and developing a procurement schedule, (Tawia & Owusu, 2019). Ekhator and Okunoye (2019) explains thatprocurement planning is an essential undertaking in order to reduce procurement costs, improve procurement efficiency, and ensure that goods and services procured meet and exceed the lead time requirement. Within procurement planning there are procurement factors that have to be put into consideration even if they are conducted at some point, as standalone processes. Such include supplier selection, contract monitoring and contract reviewing which must be visualized well before implementation of procurement process commences.

Supplier selection is the process of evaluating and selecting suppliers to provide goods, works or services to an organization. The process involves identifying potential suppliers, evaluating their capabilities, and selecting the most suited based on pre-determined criteria. Observations by Brink (2018), shows that supplier selection process should be fair, transparent, and competitive to ensure that government entity gets the best value for money. The use of objective criteria such as price, quality, and delivery time can enhance objectivity in the process to ensure a fair and transparent selection process leading to selection of a supplier whose supply reflects the value for money that is spent.

On the other hand, contract monitoring ensures that suppliers deliver goods and services in accordance with the terms and conditions of the contract. Effective contract monitoring involves checking supplier performance, ensuring compliance with contractual obligations, and addressing any issues that arise during the contract

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period including contract variation. Budiman and Adhiatma (2020) was of the opinion that effective contract monitoring is critical in ensuring that procuring entities receive the goods, works and services they need, at the quality and price that make supplies fit for the purpose.

Contract review is the process of evaluating the performance of suppliers and the effectiveness of the procurement process after the contract period has ended. It helps to identify areas for improvement in the procurement process, as well as to assess the effectiveness of the related policies and procedures. Okeke and Ezejiofor (2018) opined that contract review is critical in safeguarding the government entity when ascertaining value for money and ensuring that continuous improvement is attained.

1.1.2 Implementation of Donor Funded Health Care Projects

Donor-funded healthcare projects are critical initiatives aimed at improving health outcomes in developing countries. These projects are funded by donor organizations such as the World Bank, the United States Agency for International Development (USAID) and the Global Fund to Fight AIDS, Tuberculosis and Malaria, among others (Wambui, 2017). Implementing these projects requires careful planning, execution and monitoring in order to achieve their goals and objectives. The process involves project planning, design, execution, monitoring, and evaluation to ensure successful implementation. In project planning, organizations involved in donor-funded healthcare projects need to define the project's scope, set clear goals and objectives, identify stakeholders, and establish timelines and budgets. According to Rajagopal and Zwi (2018), effective project planning is essential in developing a comprehensive strategy to address the identified health needs of the target population. They also identify the target population and assess the needs and resources required to implement the project successfully.

The project design stage entails developing a comprehensive approach that outlines the project's activities, resources, and deliverables required to achieve the project's goals and objectives. The design should consider the target population's needs, available resources, and the project's sustainability to ensure its long-term impact (Hill & Kazembe, 2019). The design stage involves the development of a detailed project plan, including the identification of project activities, timelines, and budgets.

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The procurement stage involves the selection of vendors, contractors, and service providers to supply goods and services required for the project (Iqbal, et al., 2021). The implementation stage involves the actual delivery of services to the target population, while the monitoring and evaluation stage involves tracking the project's progress, identifying challenges, and making necessary adjustments to ensure that the project meets its objectives.

Successful project execution requires effective communication, collaboration, and coordination between all stakeholders involved in the project (Sengupta, et al., 2018). Throughout the project's implementation, it is crucial to monitor progress and ensure that the project is on track to meet its goals and objectives. This involves collecting data and feedback, analyzing results, and making necessary adjustments to the project design. Monitoring and evaluation are essential components in ensuring the project's effectiveness and sustainability (Lynch & Donaldson, 2019). Finally, after the project's completion, evaluation is necessary to assess the project's effectiveness, identify lessons learned, and inform future donor-funded healthcare projects. According to Manzano and Kowalkowski (2018), project evaluation enables stakeholders to measure the project's impact, determine its effectiveness and make evidence-based decisions for future interventions.

Donor-funded healthcare projects are implemented through various approaches, including direct funding to governments, non-governmental organizations, and public-private partnerships. These projects aim to address specific health challenges, such as maternal and child health, infectious diseases, and non-communicable diseases. For instance, the Global Fund to Fight AIDS, Tuberculosis, and Malaria (GFATM) provides grants to support countries in combating these diseases (GFATM, 2023). One of the most significant successes of donor-funded healthcare projects is the reduction in morbidity and mortality rates in many countries. For example, the President's Emergency Plan for AIDS Relief (PEPFAR) has been instrumental in reducing the number of new HIV infections and AIDS-related deaths globally (PEPFAR, 2023). The GFATM has also contributed significantly to the reduction in malaria-related deaths in sub-Saharan Africa (GFATM, 2023). However, the implementation of these projects has encountered several challenges. One of the significant challenges is the sustainability of the projects beyond the funding period.

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Donor-funded healthcare projects are usually time-bound, with funding periods ranging from one to five years. Once the funding period ends, it becomes challenging for countries to sustain the interventions. This is because they may not have the resources to continue funding the programs, leading to a decline in the gains made (Biesma&Brugha, 2018). Another challenge is the lack of alignment of donor-funded healthcare projects with the country's health priorities. Donor-funded healthcare projects may be designed to address specific health challenges, which may not necessarily align with the country's health priorities. This can lead to a duplication of efforts and resources, which may not contribute to sustainable health outcomes (Ajuwon, 2017). Additionally, donor-funded healthcare projects may fail to account for the local context, including cultural practices, beliefs, and healthcare systems. This can lead to a lack of acceptability and uptake of the interventions by the communities, which may compromise the success of the projects (Wagenaar, 2019).

The implementation of donor-funded health care projects is often fraught with challenges that can impact the project's success. One of the key challenges is the lack of coordination among various stakeholders involved in the project, (Global Fund to Fight AIDS, Tuberculosis and Malaria, 2018). This lack of coordination can lead to delays in project implementation, duplication of efforts, and ineffective use of resources. Another challenge is the lack of capacity among local implementing agencies to manage and implement the projects effectively. This lack of capacity can result in poor project planning, inadequate procurement processes, and suboptimal service delivery. Inadequate funding is also a significant challenge that can limit the scope and quality of the project activities (World Bank, 2020). Finally, political instability, conflict, and other external factors can disrupt project implementation, resulting in delays, cost overruns, and ultimately, project failure.

Despite the challenges, measuring the effective implementation of donor-funded healthcare projects is essential to determine the project's impact and ensure that it achieves its goals and objectives. One method of measuring the effective implementation of donor-funded healthcare projects is through output and outcome indicators (Biesma&Brugha, 2018). Output indicators measure the quantity and quality of project activities, while outcome indicators measure the project's impact on health outcomes. For example, the number of healthcare facilities constructed and the

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number of health workers trained are output indicators, while the reduction of mortality rates and improvement in disease control measures are outcome indicators (World Health Organization, 2020). Measuring both output and outcome indicators provide a comprehensive picture of the project's effectiveness.

Another method of measuring the effective implementation of donor-funded healthcare projects is through process evaluation. Process evaluation assesses the project's implementation process, including how well the project was executed, the extent to which it was implemented according to plan, and the quality of the project's management. Process evaluation helps to identify any weaknesses or challenges that need to be addressed (Rajagopal & Zwi, 2018). Cost-effectiveness analysis is another method used to measure the effective implementation of donor-funded healthcare projects. Cost-effectiveness analysis compares the cost of the project to the health outcomes achieved. This analysis helps to determine the most efficient and cost-effective interventions to implement (World Health Organization, 2020).

Stakeholder satisfaction is another indicator used to measure the effective implementation of donor-funded healthcare projects. Stakeholder satisfaction measures the satisfaction of project beneficiaries and other stakeholders with the project's implementation process and outcomes. This feedback helps identify areas of improvement and helps ensure that the project meets the needs of the target population (Manzano, 2018). Sustainability indicators are also important for measuring the effective implementation of donor-funded healthcare projects. Sustainability indicators measure the project's sustainability, including its long-term impact, its ability to continue after donor funding ends, and its capacity to adapt to changing circumstances (World Health Organization, 2020). Finally, data quality assessment is crucial in measuring the effective implementation of donor-funded healthcare projects. Data quality assessment evaluates the quality and reliability of data collected during the project's implementation. It helps to ensure that the data collected is accurate, complete, and consistent and can be used to measure the project's effectiveness (Lynch, 2019).

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1.1.3 Donor Funded Health Care Projects in Nakuru County

Donor-funded health care projects play a critical role in improving healthcare access and outcomes in developing countries like Kenya. Nakuru County, situated in the Rift Valley region of Kenya, has been the recipient of numerous donor-funded health care initiatives (Mwangi et al., 2020). Nakuru County boasts a relatively well-developed health care infrastructure compared to other counties in Kenya. It is home to several healthcare facilities, including hospitals and health centers, making it an ideal location for implementing donor-funded projects. According to the Kenya Health Information System (KHIS, 2022), Nakuru County has a relatively higher number of health facilities and health personnel compared to some other counties, allowing for a broader scope of intervention and potential impact.

With its mix of urban and rural areas and varying socio-economic conditions, Nakuru County provides a unique opportunity to observe how health care initiatives address the healthcare needs of different communities (Nyachae, et al., 2019). The Kenya National Bureau of Statistics (KNBS, 2019) reports a population of over 2.2 million people in Nakuru County. Despite having a relatively robust health care infrastructure, Nakuru County faces several healthcare challenges, including maternal mortality, child malnutrition, and the burden of communicable diseases. Donor-funded projects have addressed these challenges and contribute to improving health outcomes in the county. For instance, the Maternal Mortality Ratio in Nakuru County was reported at 292 per 100,000 live births in 2020 (KHIS, 2022).

Nakuru County successfully implemented a donor-funded project to construct medical facilities in rural areas that lacked proper healthcare infrastructure. These facilities are equipped with modern medical equipment and staffed by trained healthcare professionals. As a result, residents who previously had limited access to healthcare services can now receive timely and quality medical care within their communities (Nyachae, et al., 2019). Another success story involves the training of community health workers through donor-funded projects. These workers provide basic healthcare services, health education, and awareness campaigns in remote areas where formal healthcare facilities are scarce. By involving the local community, this approach has led to improved health outcomes and increased health awareness among the population.

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1.2 Problem Statement

Nakuru County, like many regions in Kenya, has been a focal point for several donor-funded healthcare projects aimed at improving healthcare access, infrastructure and service delivery. Projects funded by international organizations, development agencies, and bilateral donors such as the World Bank, USAID, and various European countries have been implemented across the county. These initiatives often target areas such as maternal and child health, infectious disease control and healthcare infrastructure development. However, the implementation of such projects is not without its hurdles. The implementation of such projects is riddled with a range of procurement challenges. According to 2021 Auditor General Report, the bureaucratic hurdles in Nakuru County contributes to delays in procurement processes for donor-funded projects. On average, it takes 30% longer to complete procurement processes due to complex approval procedures, multiple layers of authorization, and excessive paperwork, slowing down project timelines and causing frustration among procurement officers (Auditor General Report, 2021).

The auditor general report also indicated that corruption remains a concern in many parts of Kenya, and Nakuru County is no exception. Statistics suggest that nearly 40% of procurement officers believe that corruption compromises the transparency and fairness of procurement processes. Such practices not only undermine the effectiveness of donor-funded projects but also erode public trust in the healthcare system. Statistics reveal that only 45% of donor-funded healthcare projects in Nakuru County have well-defined procurement plans (Auditor General Report, 2021). Inadequate planning and preparation lead to rushed vendor selection processes, incomplete market research, and a lack of competition among suppliers, ultimately affecting the quality and value of procured goods and services. Donor-funded projects often come with specific procurement guidelines that must be aligned with public procurement laws. However, only 30% of the county's procurement teams successfully navigate these complex requirements, leading to discrepancies between donor expectations and actual project execution.

Studies have been conducted on the implementation of donor funded health care projects in Kenya For example, Kasyoki et al.(2014) conducted a study on the effect of public procurement procedure on the use of donor funded health care projects: a

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case study of Moi Teaching and Referral Hospital. The study findings revealed that the systematic application of management policies, procedures, and practices to manage risk in the procurement area is important in order to provide reasonable account regarding procurement objectives. However, the study focused on the utilization of donor funded projects and adopted a case study research design in Moi Teaching and Referral Hospital. However, the current study will use descriptive survey design to focus on different public health facilities with donor funded health care projects in Nakuru County.

Mokaya (2017) did a study on the influence of public procurement procedures on the implementation of donor funded projects: a case of college of health sciences, university of Nairobi, County, Kenya. The study revealed that public procurement procedures influence the implementation of donor funded projects. However, the study was conducted in college of health sciences, university of Nairobi, County as opposed to the current study which was conducted in Nakuru County.

Kirigia (2018) conducted a study on the project procurement practices and operational performance of donor funded projects at United States agency for international development in Kenya. The study found that respondents had implemented several supply chain governance practices to a significant extent. Firstly, the establishment of a governing supply chain council was highly adopted across departments. Additionally, respondents indicated that properly aligned and adequately staffed strategies were employed to a large extent. Finally, placing key functions under the supply chain department was also widely adopted within the organizations. This demonstrates a strategic focus on governance and alignment within supply chain management in the respective departments. However, the study focused on operational performance of donor funded projects at United States agency as opposed to the current study which focused on implementation of donor funded health care projects in Kenya: a case of Nakuru County.

Kivanguli (2019) did a study on the influence of donor funding on project implementation: a case of healthcare projects in Machakos county, Kenya. The findings revealed that financial regulations, project administration regulations, risk management regulations, reporting regulations and government procurement

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procedures had a positive and significant influence on the implementation of healthcare projects in Machakos County. However, the study only focused on the donor funding and implementation of health project while the current study focused on the effect of public procurement policies and implementation of donor funded health care projects in Nakuru County, Kenya.

1.3 Objective of the Study

The study had both general and specific objectives as follows:

1.3.1 General Objective

The general objective of the study was to establish the relationship between public procurementpolicies and implementation of donor funded health care projects in Kenya: a case of Nakuru County.

1.3.2 Specific Objective

The specific objectives were to determine the relationship between:

i. Procurement planning on implementation of donor funded health care projects in Nakuru County in Kenya.
ii. Supplier selection on implementation of donor funded health care projects in Nakuru County in Kenya.
iii. Contract monitoring on implementation of donor funded health care projects in Nakuru County in Kenya.
iv. Contract review on implementation of donor funded health care projects in Nakuru County in Kenya.

1.4 Research Questions

i. What is the influence of procurement planning on implementation of donor funded health care projects in Nakuru County in Kenya?
ii. What is the influence of supplier selection on implementation of donor funded health care projects in Nakuru County in Kenya?
iii. What is the influence of contract monitoring on implementation of donor funded health care projects in Nakuru County in Kenya?
iv. What is the influence of contract review on implementation of donor funded health care projects in Nakuru County in Kenya?

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1.5 Significance of the Study

The findings of the study can help the government in Kenya to identify areas of improvement in the procurement policies and procedures for donor-funded health care projects. The government can then take steps to address any gaps or weaknesses in the policies and procedures, thereby improving the efficiency and effectiveness of the implementation of such projects.

Donor agencies can benefit from the study by gaining insights into the procurement policies and procedures adopted by the Kenyan government for implementing donor-funded health care projects. This can help them to align their own procurement policies and procedures with those of the Kenyan government, thereby improving coordination and collaboration between the two parties.

The study can help health care providers to understand the procurement policies and procedures adopted for donor-funded health care projects. This can enable them to comply with the policies and procedures and ensure smooth implementation of the projects. The study can also help health care providers to identify any challenges or gaps in the implementation process and provide feedback to the relevant authorities for improvement.

Civil society organizations can use the findings of the study to advocate for improved procurement policies and procedures for donor-funded health care projects. They can engage with the government and donor agencies to ensure that the policies and procedures are aligned with international best practices and promote transparency, accountability, and efficiency.

The study can contribute to the body of knowledge on public procurement policies and procedures for donor-funded health care projects in Kenya. This can provide a foundation for further research and analysis, leading to evidence-based policy recommendations for improving the implementation of such projects.

1.6 Justification of the Study

Donor-funded health care projects play a significant role in improving healthcare services and infrastructure in developing countries like Kenya. By studying the implementation of such projects in Nakuru County, insights can be gained into how these projects impact public health outcomes and the well-being of local communities.

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Public procurement policies and processes in donor-funded projects need to be transparent and accountable to ensure efficient utilization of resources and prevent corruption. This study can assess the level of transparency and accountability in the implementation of health care projects in Nakuru County. Understanding how donor funds are allocated and utilized can help identify potential inefficiencies or mismanagement. This knowledge can contribute to more effective resource allocation and improve the impact of health care projects.

Nakuru County's specific context is crucial to understanding how health care projects are implemented in diverse regions of Kenya. The study's findings can be valuable in tailoring interventions that are contextually appropriate. The study will incorporate perspectives from various stakeholders involved in the implementation of health care projects, including government officials, healthcare providers, community members, and donor organizations. Understanding their viewpoints can lead to more inclusive and participatory project design and execution. The findings of this study can serve as valuable evidence for policymakers and stakeholders in refining public procurement policies and guidelines related to donor-funded health care projects. Policy improvements can lead to more effective and sustainable project implementation.

1.7 Scope of the Study

The study was confined on the effect of public procurement policies and implementation of donor funded health care projects in Kenya. The independent variable was procurement planning, supplier selection, contract monitoring and contract review. The dependent variable of the study was implementation of donor funded health care projects. The study was conducted in Nakuru County, Kenya. Conducting this study in Nakuru County is important because it can help improve implementation efficiency, increase accountability and transparency, enhance resource allocation, promote sustainability, and inform future donor-funded health care projects. The target population was 54 procurement officers, 24 accountants, 15 coordinators, 32 project managers. Therefore, the total population was 125 respondents. The study was conducted for a period of fourteen (14) months that is from June 2023 to August 2024 with an estimated budget of Ksh 64, 792.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

A literature review is a critical analysis of published literature on a particular topic or research question. It involves identifying, evaluating, and synthesizing relevant literature to provide a comprehensive understanding of the current state of knowledge on a particular topic. The chapter will discuss theoretical review, empirical review on the study variables; procurement planning, supplier selection, contract monitoring and contract review. The chapter presents a summary of the reviewed literature, gaps identified and how the current study sought to address the gaps identified. Lastly the chapter provides the conceptual framework which explains the relationship between the study variables diagrammatically.

2.2 Theoretical Review

The study was anchored on the resource dependency theory, the principal dependency theory, the institutional theory and diffusion of innovations theory.

2.2.1 Resource Dependency Theory

Resource Dependency Theory (RDT) was developed by Pfeffer and Salancik (1978). The theory argues that organizations depend on resources controlled by other organizations or individuals and that this dependence affects their behavior. RDT explains how organizations strive to reduce their dependence on external resources through four strategies: diversification, resource acquisition, inter-organizational collaboration, and resource substitution. According to RDT, organizations strive to minimize their dependence on external resources by acquiring and controlling resources internally. This is because an organization's dependence on external resources can make it vulnerable to external pressures and control. For instance, if an organization depends heavily on a supplier for a critical resource, the supplier may use its power to dictate terms and conditions that favor their own interests, thereby reducing the organization's autonomy (Provan et al., 2007).

Diversification is the strategy of seeking alternative resources to reduce dependence on any one particular resource. This can be achieved by developing in-house

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capabilities or seeking partnerships with other organizations (Rowley et al.,2000). Resource acquisition involves acquiring or investing in the sources of resources to reduce dependence on external sources. For example, a company might acquire a supplier or invest in a competitor to gain access to its resources. Inter-organizational collaboration involves collaborating with other organizations to reduce dependence on external resources. For example, two companies might form a joint venture to share resources (Sambharya&Musteen, 2014). Resource substitution is the strategy of finding alternative resources that can serve the same purpose to reduce dependence on a particular resource. For example, an organization might replace a key material with a cheaper or more readily available substitute. RDT has been applied in various fields such as management, sociology, and economics, and has contributed to the understanding of how organizations operate in complex environments where resources are scarce and competition is intense (Wasserman & Faust, 2017).

RDT is relevant to the current study in that it can be used to explain how procurement planning can help organizations identify their resource needs and develop strategies to acquire them through procurement. By conducting procurement planning, organizations can reduce their dependence on external resources and ensure that they have the necessary resources to achieve their objectives. Therefore, the theory helped to explain the effects of procurement planning on implementation of donor funded health care projects in Nakuru County in Kenya.

2.2.2 The Principal-Agent Theory

Jensen and Meckling (1976) developed the Principal-Agent Theory, (PAT) to explain the principal-agent relationship in economic terms. According to the theory, the principal hires the agent to perform a specific task on their behalf, and the agent has more information about the task than the principal. This information asymmetry can lead to a principal-agent problem, where the agent may not act in the best interest of the principal. To mitigate this problem, the principal can use incentives and monitoring mechanisms to align the agent's interests with their own (Arora, et al., 2019).

In donor-funded health care projects, the principal is typically a donor organization or government agency, while the agent is a health care provider or implementing

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organization, (Baser et al., 2018). The goal of the project is to improve health outcomes and provide health care services to a target population. However, the implementation of these projects can be complex and challenging, with multiple stakeholders involved and limited resources available. In this context, the Principal-Agent Theory can be used to design effective monitoring and implementation strategies that ensure the project's success.

One way to align the interests of the principal and the agent is to use financial incentives. For example, the principal can offer a performance-based contract that rewards the agent for achieving specific health outcomes, such as reducing maternal mortality rates or increasing immunization coverage. This incentive can motivate the agent to perform well and prioritize the project's goals over other competing priorities (Das & Hammer, 2005). Another way to mitigate the principal-agent problem is to use monitoring mechanisms. The principal can monitor the agent's performance through regular reporting, site visits, and audits. This monitoring can provide feedback to the agent and help identify any issues or challenges that need to be addressed. However, monitoring can also be costly and time-consuming, and it may not be feasible in all contexts (Heller, 2016).

One major critique of PAT is that it assumes that individuals are purely self-interested and motivated only by financial incentives. This assumption overlooks the importance of intrinsic motivation and the desire for autonomy and mastery in individual behavior (Holmström, 2011). Another criticism of PAT is that it oversimplifies the complexity of real-world relationships between principals and agents. In practice, there are often multiple principals and multiple agents involved in a given situation, each with their own set of goals, preferences, and power dynamics. This makes it difficult to apply the simple framework of PAT to real-world scenarios (Loevinsohn& Sayed, 2012).

This theory is relevant to the current study in that in any contractual relationship, the principal (the organization) delegates authority to an agent (the supplier) to act on its behalf. The agent may have different objectives from the principal, leading to a potential for conflict. Contract monitoring can be used to reduce this conflict by ensuring that the agent is performing its duties in accordance with the terms of the contract. By monitoring the supplier's performance, organizations can ensure that the

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supplier is meeting its obligations and taking actions that are aligned with the organization's objectives. Hence the theory helped in explaining the effects of contract monitoring and implementation of donor funded health care projects in Nakuru County, Kenya.

2.2.3 The Institutional Theory

The institutional theory was developed by Meyer and Rowan in the late 1970s. The theory has been widely used to analyze the behavior of various organizations, including businesses, non-profits, and government agencies. According to the institutional theory, organizations are not simply rational actors responding to market forces, but are instead embedded in a broader institutional environment that includes legal, cultural, and social norms. These norms are shaped by a range of actors, including governments, professional associations, and other organizations that influence the behavior and practices of organizations in a given industry or sector (Scott, 2014).

One key insight of the institutional theory is that organizations often conform to institutional norms and expectations, even when these norms are not efficient or rational. This is because organizations face pressures from stakeholders, such as customers, employees, and regulators, to adopt certain practices and behaviors that are seen as legitimate within the institutional environment (Greenwood & Oliver, 2018). For example, in the healthcare sector, hospitals may adopt certain practices or technologies, such as electronic health records, not because they are the most efficient or effective option, but because they are seen as legitimate and necessary within the broader institutional environment.

Similarly, non-profit organizations may adopt certain governance structures or fundraising practices, not because they are the most effective, but because they are seen as legitimate and expected within the non-profit sector (Sahlin & Suddaby, 2017). The institutional theory also emphasizes the role of institutional logics, which are underlying beliefs and values that shape how organizations think and act. These logics may be rooted in broader cultural or societal norms, and can influence everything from organizational goals and strategies to daily practices and interactions.

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One potential limitation of the Institutional Theory is that it can be difficult to identify and measure the various institutional pressures and logics that influence organizational behavior. Additionally, the theory may not fully account for the agency of individuals within organizations, and may overlook the role of power and politics in shaping institutional norms and expectations (Zilber, 2011). This theory was relevant in that it was used to explain how contract review can be used to ensure that the contract is in compliance with laws and regulations and that it is aligned with the norms and values of the organization. By reviewing the contract, organizations can identify any inconsistencies or conflicts with their institutional environment and take corrective actions as necessary. Thus, the theory was used to explain the effect of contract review on implementation of donor funded health care projects in Nakuru County in Kenya.

2.2.4 Implementation Theory

Implementation Theory was proposed by Jackson (1991). The theory integrates a mechanism design framework for resource distribution among users, where individuals privately hold crucial decision-making information. These individuals strategically maximize its use during allocation. Effective decision-making requires sharing knowledge and expertise. After carefully reviewing the evidence provided, decisions are taken (Mas-Colell et al., 2005)

The theory emphasizes a systematic method for developing information exchange processes, then an allocation rule that yields the best choice allocation in light of prior and stated performance metrics. The significance of information exchange for sound decision-making is illustrated by Mas-Colell (2005). In important decisions, subjects (employees) should be involved by leaders to reduce resistance and educate their subjects (employees) regarding the benefits of donor funded projects to the publics and local community, its effects on them and the expectations of top management after the strategy has been implemented (Mas-Colell, 2005).

The major focus of the theory is on the systematic approaches for creating procedures for exchanging information and allocations considering performance criteria. According to this idea, it is essential to develop strategies that are suited to the organization's needs in order to optimize client satisfaction and succeed in

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implementing strategy. Hurwicz and Reiter (2006) assert that the strategic leaders' capacity for navigating a range of situations and settings in order to make a decision that is reliable and accurate has a significant impact on the caliber of their judgments. The fundamental argument is that the distribution of resources within the organization affects how the strategy is put into practice. Strategic leaders should make the appropriate utilization of facilities and resources in creating the environment necessary for the implementation of a plan.

Sjostrom (2013) asserts that communication is a crucial component of information sharing between upper management and employees. Establishing organizational involvement in the implementation of their objectives is a responsibility of strategic leaders. The workforce should be motivated by the top management to work toward the set goals through highlighting the strategy execution value in terms of improving efficiency and value in service delivery. Collaboration between top management and employees may be seen from the perspective of implementation, according to Palfrey and Srivastava (1992); cooperation is a critical element in achieving plan implementation success. Effective teamwork is necessary for task completion, responsibility sharing, and deadline adherence (Jackson, 2001).

The theory is relevant because it addresses how organizational leadership and coordination impact strategy execution practices. Establishing organizational involvement in the implementation of their objectives is a responsibility of strategic leaders. The senior management should guide the workforce in reaching the goals by outlining how implementing the plan would improve the value and effectiveness of service delivery. The theory therefore helped in explaining the dependent variable which is the implementation of donor funded health care projects in Nakuru County in Kenya.

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2.3 Empirical Review on Research Variables

This section presents empirical review of study variables which are, procurement planning on implementation of donor funded health care projects, supplier selection on implementation of donor funded health care projects, contract monitoring on implementation of donor funded health care projects and contract review on implementation of donor funded health care projects

2.3.1 Procurement Planning and Implementation of Donor Funded Health Care Projects

Lethunya and Sebola (2019) conducted a study on the impact of procurement planning on the performance of public institutions in South Africa. This study used a quantitative research design. The study used a random sampling technique to select the participants from the South African public procurement officials' database. The sample size was 400 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that effective procurement planning positively affects the quality of goods and services procured, reduces procurement costs, and enhances the overall performance of the organization. However, the study focused on the quality of goods, procurement costs, procurement training, and the study also focused public institutions in South Africa. The current study, addressed the gaps by focusing on the procurement planning such as budget allocation, coordination and procurement methods.

Mwangi (2018) did a study on the impact of procurement planning on the implementation of donor funded projects in a non-governmental organization in Kenya. The study adopted a quantitative research design using a cross-sectional approach to gather data at a specific point in time. The researchers employed a stratified random sampling technique to select 150 participants. They categorized the NGOs' staff into different departments involved in project implementation, and then randomly selected participants from each department. Data was collected using structured questionnaires. The study revealed a significant negative relationship between the level of procurement planning and the success of donor-funded projects. However, the study adopted a quantitative research design, using a cross-sectional approach. The current study collected quantitative data using a descriptive research design.

Omondi and Ondari (2018) did a study on the effect of procurement planning on procurement performance in public organizations: A case of the county government of Kisumu, Kenya. The study used a descriptive survey research design. The study used a random sampling technique to select the participants for the survey, and purposive sampling was used to select participants for the interviews. The sample size

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was 100 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants, and follow-up interviews were conducted with a subsample of the participants. The study found that procurement planning reduces procurement risks, improves supplier relationships, and increases transparency in the procurement process. However, the study used a mixed-method research design and random sampling technique to select 100 participants. This study filled the gap by adopting a descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

Adewale (2017) did a study on the influence of procurement planning on donor funded project implementation in a rural development agency in Nigeria. The study utilized an exploratory research design. The researchers employed purposive sampling to select 60 participants for this study. The researchers used semi-structured interviews and document analysis as their primary methods of data collection. The qualitative data from the interviews were analyzed thematically, while the quantitative data were subjected to descriptive statistics. The study revealed a negative correlation between procurement planning and the effective implementation of donor-funded projects. However, the study utilized an exploratory research design and employed purposive sampling to select 60 participants for this study. The study filled the gap by adopting a descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

Onyango and Ogana (2019) did an analysis of the factors affecting procurement planning in the Kenyan public sector. The study used a quantitative research design, specifically a survey, to investigate the factors affecting procurement planning in the Kenyan public sector. The study used a stratified random sampling technique to select the participants from the Kenyan public procurement officials' database. The sample size was 200 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that the procurement planning process in Kenya is affected by inadequate funding, lack of skilled personnel, and poor coordination. However, the study used a quantitative research design. The study also used a stratified random sampling technique to select

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the participants from the Kenyan public procurement officials' database, the sample size was 200 participants. However, the study utilized an exploratory research design and employed purposive sampling to select 60 participants for this study. The study filled the gap by adopting a descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

Nakato (2019) did a study on the procurement planning and its impact on the implementation of donor funded projects: A case study of a health organization in Uganda. The researchers used purposive sampling to select 30 participants for this study. They targeted key personnel involved in project management, procurement, and finance within the health organization. Data was collected through semi-structured interviews and review of procurement documents, project reports, and financial records. The interviews provided qualitative insights into the perceptions and experiences of the participants, while document analysis offered valuable quantitative information related to procurement planning and project outcomes. The qualitative data from the interviews were analyzed thematically, while the quantitative data were subjected to content analysis. The study found a negative relationship between the quality of procurement planning and the successful implementation of donor-funded health projects. However, the study used purposive sampling to select 30 participants for the study. The current study used a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

Kamau and Kihoro (2017) conducted a study on the influence of procurement planning on the performance of the procurement function in county governments in Kenya. The study used a quantitative research design and a random sampling technique was used to select the participants from the Kenyan county governments' procurement officials' database. The sample size was 120 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that effective procurement planning positively influences the performance of the procurement function. However, the study focused on the procurement planning on the performance of the procurement function in county governments in Kenya. The current study addressed the gap by focusing on

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effects of procurement planning on implementation of donor funded health care projects in Nakuru County in Kenya.

Ntombela and Oghazi (2018) conducted a study on the effect of procurement planning on the quality of public goods and services in South Africa. This study used a quantitative research design, specifically a survey. The study used a random sampling technique to select the participants from the South African public procurement officials' database. The sample size was 200 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that effective procurement planning positively influences the quality of public goods and services by ensuring compliance with procurement policies and regulations, reducing procurement costs, and ensuring timely delivery of procured goods and services. However, the study focused on effect of procurement planning on the quality of public goods and services in South Africa. The current study addressed the gap by focusing on effects of procurement planning on implementation of donor funded health care projects in Nakuru County in Kenya.

2.3.2 Supplier Selection and Implementation of Donor Funded Health Care Projects

Anokye and Danso (2017) conducted a study on the supplier selection and performance of small and medium enterprises in Ghana. The study used a quantitative research design, specifically a survey, to gather data from 151 Small and Medium Enterprises (SMEs) in Ghana. The study used a convenience sampling technique to select the participants from a database of SMEs in Ghana. The sample size was 151 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that supplier selection significantly impacts the performance of SMEs in Ghana. Specifically, the study found that supplier selection based on quality, delivery, and cost significantly affects the performance of SMEs. The study used a quantitative research design and convenience sampling technique. The current study addressed the gap by using a descriptive research design and census technique to assess the effect of public procurement policy and implementation of donor funded health care projects.

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Ibrahim (2018) did a study on the supplier selection challenges and their impact on Donor Funded Projects: A Case Study of a Non-Profit Organization in Nigeria. The study adopted a qualitative case study design, focusing on a single organization to gain an in-depth understanding of the subject. The researchers used purposive sampling to select 25 informants involved in supplier selection and project management within the non-profit organization. The sample size comprised 25 participants. Data was collected through in-depth interviews and focus group discussions. The qualitative data from the interviews and focus group discussions were analyzed thematically. The study revealed a negative relationship between supplier selection challenges and the successful implementation of donor-funded projects. Key challenges included limited supplier options, inadequate supplier capacity, and issues related to transparency and accountability in the selection process. The study adopted a qualitative case study design and used purposive sampling to select 25 informants involved in supplier selection. The study filled the gap by adopting a descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

Adeyeye et al. (2020) conducted a study on the impact of supplier selection on organizational performance of selected Nigerian manufacturing firms. The study used a quantitative research design. A stratified random sampling technique was adopted to select the participants from the Nigerian manufacturing industry database. The sample size was 150 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that supplier selection significantly impacts the organizational performance of manufacturing firms in Nigeria. The study used a quantitative research design. The study used a stratified random sampling technique to select the participants from the Nigerian manufacturing industry database. The sample size was 150 participants. The study filled the gap by adopting a descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

Memon et al. (2018) conducted a study on the impact of supplier selection on supply chain performance of Pakistan's textile industry. The study used a quantitative

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research design, specifically a survey, to gather data from 200 textile firms in Pakistan. The study used a random sampling technique to select the participants from the textile industry database in Pakistan. The sample size was 200 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that supplier selection significantly impacts the supply chain performance of textile firms in Pakistan. However, the study was conducted in Pakistan's textile industry as opposed to the current study which was conducted in donor funded health care projects in Nakuru County in Kenya.

Ocholla et al.(2018) did a study on the effect of supplier selection on supply chain performance of food processing firms in Kenya. The study used a quantitative research design and adopted stratified random sampling technique to select the participants from the Kenyan food processing industry database. The sample size was 82 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found out that supplier selection significantly impacts the supply chain performance of food processing firms in Kenya. However, the study was conducted in food processing firms in Kenya as opposed to the current study which was conducted in donor funded health care projects in Nakuru County in Kenya.

Mwakalobo (2019) did a study on the evaluation of supplier selection strategies and their influence on the implementation of donor funded projects in a Tanzanian Development Agency. The study utilized a quantitative research design, with a focus on survey methodology. The researchers employed stratified random sampling to select 100 participants from various departments involved in supplier selection and project execution. Data was collected using a structured survey questionnaire. The collected data was analyzed using statistical methods such as regression analysis. The study found a negative relationship between the adoption of ineffective supplier selection strategies and the successful implementation of donor-funded projects. However, the study utilized a quantitative research design with a focus on survey methodology. The researchers employed stratified random sampling to select 100 participants. This study filled the gap by adopting a descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

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Osei-Kyei and Chan (2018) evaluated the critical success factors for public-private partnership (PPP) projects from 1990 to 2015. The study used a systematic literature review to identify critical success factors for Public-Private Partnership (PPP) projects in Africa. The study aimed to identify supplier selection as a critical success factor for PPP projects. The study used a comprehensive search strategy to identify relevant literature from various databases. Data was collected through a systematic literature review of 85 articles. The study found that supplier selection is a critical success factor for PPP projects in Africa. Specifically, the study found that supplier selection based on quality, delivery, and cost significantly affects the success of PPP projects. However, the study used a comprehensive search strategy to identify relevant literature from various databases. Data was collected through a systematic literature review of 85 articles. The current study used a descriptive and inferential test where frequencies, means and standard deviation were determined. Inferential tests included determination of linearity of the independent and dependent variables by use of Pearson's Correlation Coefficient (r) and multiple linear regressions was used for predicting the variable relationships.

Onyango and Ogutu (2020) conducted a study on the impact of supplier selection criteria on performance of food and beverage firms in Kenya. The study used a quantitative research design. A random sampling technique was used to select the participants from the food and beverage industry database in Kenya. The sample size was 110 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found out that supplier selection criteria significantly impact the performance of food and beverage firms in Kenya. However, the study used a quantitative research design. The study used a random sampling technique to select the participants from the food and beverage industry database in Kenya. The sample size was 110 participants. This study filled the gap by adopting a descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

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2.3.3 Contract Monitoring and Implementation of Donor Funded Health Care Pr ojects

Ombiro and Ondiek (2019) conducted a study on the effects of contract monitoring on procurement performance of public entities in Kenya. The study used a mixed-methods research design and the stratified random sampling technique was used to select the participants from the public entities in Kenya. The sample size was 100 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. In addition, interviews were conducted with procurement officers in the selected public entities. The study found that contract monitoring significantly affects procurement performance in public entities in Kenya. However, the study used a mixed-methods research design and the stratified random sampling technique to select the participants from the public entities in Kenya. The sample size was 100 participants. This study filled the gap by adopting a descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

Kwame (2017) did a study on the impact of contract monitoring on the implementation of donor funded projects in a Ghanaian Non-Governmental Organization. The study utilized a mixed-methods research design, incorporating both quantitative and qualitative data collection methods. The researchers employed purposive sampling to select 70 participants involved in contract monitoring and project implementation in the NGO. Data was collected through interviews and a survey questionnaire. The qualitative data from the interviews were analyzed thematically, while the quantitative data were subjected to statistical analysis. The study found a negative relationship between the quality of contract monitoring and the successful implementation of donor-funded projects. The study utilized a mixed-methods research design, incorporating both quantitative and qualitative data collection methods. The researchers employed purposive sampling to select 70 participants involved in contract monitoring and project implementation in the NGO. This study filled the gap by adopting a descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

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Kobbina et al. (2018) did a study on the effects of contract monitoring on construction project performance in Ghana. The study used a quantitative research design. A stratified random sampling technique was used to select the participants from the construction industry in Ghana. The sample size was 200 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that contract monitoring significantly affects construction project performance in Ghana. However, the study focused on construction project performance in Ghana as opposed to the current study that focused on donor funded health care projects in Nakuru County in Kenya.

Odeleye et al.(2019) did a study on the effects of impact of contract monitoring on construction project success in Nigeria. The study used a quantitative research design. A stratified random sampling technique was used to select the participants from the construction industry in Nigeria. The sample size was 120 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that contract monitoring significantly impacts construction project success in Nigeria. However, the study focused on construction project performance in Ghana as opposed to the current study that focused on donor funded health care projects in Nakuru County in Kenya.

Abubakar (2018) did a study on the challenges in contract monitoring and their impact on donor funded projects: A Case Study of a development Agency in Nigeria. The study adopted a qualitative case study design, focusing on a single development agency to gain an in-depth understanding of the subject. The study sample comprised of 30 participants involved in contract monitoring and project management within the development agency. Data was collected through in-depth interviews and document analysis. The qualitative data from the interviews and document analysis were analyzed thematically. The study revealed a negative relationship between contract monitoring challenges and the successful implementation of donor-funded projects. However, the study adopted a qualitative case study design, focusing on a single development agency to gain an in-depth understanding of the subject. The study sample comprised of 30 participants. This study filled the gap by adopting a

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descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

Muriithi (2019) did a study on the effect of contract monitoring on procurement performance in Kenyan public universities. The study used a quantitative research design and a simple random sampling technique was used to select the participants from the procurement departments of the public universities in Kenya. The sample size was 206 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that contract monitoring significantly affects procurement performance in Kenyan public universities. However, the study used a procurement performance in Kenyan public universities. The study filled the gap by adopting a descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

Kizito and K'Obonyo (2018) did a study on the effect of contract monitoring on project performance in the road construction sector in Kenya. The study used a stratified random sampling technique to select the participants from the road construction sector in Kenya. The sample size was 120 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that contract monitoring significantly affects project performance in the road construction sector in Kenya. The study used a stratified random sampling technique. However, a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

Wanjiku (2019) did an evaluation of contract monitoring practices and their influence on the implementation of Donor Funded Projects in a Kenyan Government Agency. The study utilized a quantitative research design, with a focus on survey methodology. The researchers employed stratified random sampling to select 150 participants from different departments including project managers, procurement officers, and other relevant stakeholders. The questionnaire was designed to assess the effectiveness of the contract monitoring practices employed by the government

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agency and their correlation with project success. The study found a negative relationship between the adoption of ineffective contract monitoring practices and the successful implementation of donor-funded projects. The study utilized a quantitative research design, with a focus on survey methodology. The researchers employed stratified random sampling to select 150 participants from different departments including project managers, procurement officers, and other relevant stakeholders.

Ismaeel and Ogunlana (2021) did a study on contract monitoring and performance of infrastructure projects in Nigeria. The study used a mixed-methods research design and purposive sampling technique was adopted to select the participants from the infrastructure sector in Nigeria. The sample size was 50 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. In addition, interviews were conducted with selected participants. The study found that contract monitoring significantly affects project performance in infrastructure projects in Nigeria. Specifically, the study found that contract monitoring based on contract compliance, contractor performance, and contract management significantly affects project performance. However, the study used a mixed-methods research design and purposive sampling technique to select the participants from the infrastructure sector in Nigeria. The sample size was 50 participants.

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2.3.4 Contract Review and Implementation of Donor Funded Health Care Projec ts

Ouma (2018) did a study on the effectiveness of contract review in enhancing the performance of construction projects in Kenya. The study used a quantitative research design, specifically a survey, to gather data from 120 construction professionals in Kenya. The study aimed to investigate the effectiveness of contract review in enhancing the performance of construction projects. The study used a stratified random sampling technique to select the participants from the construction sector in Kenya. The sample size was 120 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that contract review significantly enhances the performance of construction projects in Kenya.

Asiedu and Ameyaw (2018) did a study on the effect of contract review on project performance: Evidence from the Ghanaian construction industry. The study used a quantitative research design, specifically a survey, to gather data from 110 construction professionals in Ghana. The study used a purposive sampling technique to select the participants from the construction industry in Ghana. The sample size was 110 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that contract review significantly affects project performance in the Ghanaian construction industry. Specifically, the study found that contract review based on completeness, accuracy, and consistency significantly affects project performance.

Oloke et al. (2021) did a study on the effects of contract review on construction project success in Nigeria. The study used a quantitative research design, specifically a survey, to gather data from 115 construction professionals in Nigeria. The study used a purposive sampling technique to select the participants from the construction industry in Nigeria. The sample size was 115 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that contract review significantly affects construction project success in Nigeria. Specifically, the study found that contract review based on completeness, accuracy, and consistency significantly affects project success. The study filled the gap by adopting a descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

Kiprotich (2018) did a study on an assessment of contract review practices and their influence on the implementation of donor funded projects in a Kenyan Non-Profit Agency. The study utilized a quantitative research design, with a focus on survey methodology. The researchers employed stratified random sampling 100 participants from various departments involved in contract review and project execution within the non-profit agency. Data was collected using a structured survey questionnaire. The collected data was analyzed using statistical methods such as correlation analysis. The study found a negative relationship between ineffective contract review practices and the successful implementation of donor-funded projects. Poor review processes resulted in unclear project scopes, inadequate risk assessment, and contractual

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disputes with suppliers. As a consequence, projects faced delays, cost overruns, and compromised outcomes. However, the researchers employed stratified random sampling 100 participants from various departments involved in contract review and project execution within the non-profit agency. This study filled the gap by adopting a descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

Mbugua, et al. (2018) focused on the effectiveness of contract review on public procurement performance in Kenya. The study used a quantitative research design, specifically a survey, to gather data from 84 procurement professionals in Kenya. The study used a purposive sampling technique to select the participants from the procurement sector in Kenya. The sample size was 84 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that contract review significantly affects public procurement performance in Kenya. Specifically, the study found that contract review based on completeness, accuracy, and consistency significantly affects procurement performance. However, the study used a quantitative research design, specifically a survey, to gather data from 84 procurement professionals in Kenya. The study used a purposive sampling technique to select the participants from the procurement sector in Kenya. This study filled the gap by adopting a descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

Ali and Ahmed (2017) did a study on the impact of contract review on the performance of construction projects in Sudan. The quantitative research design was adopted. The study employed the random sampling technique to select the participants from the construction industry in Sudan. The sample size was 120 participants. Data was collected through a structured questionnaire administered online and in-person to the selected participants. The study found that contract review significantly impacts the performance of construction projects in Sudan. Specifically, the study found that contract review based on completeness, accuracy, and consistency significantly affects project performance. However, the study was conducted among the

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construction projects in Sudan as opposed to the current study which was conducted in donor funded health care projects in Nakuru County in Kenya.

Hassan (2019) did a study on the contract review challenges and their impact on donor funded projects: A Study of a Tanzanian Development Agency. The study employed a mixed-methods research design, combining both quantitative and qualitative data collection methods. The researchers used purposive sampling to select 50 participants involved in contract review and project management in the development agency. Data was collected through interviews and a survey questionnaire. The interviews provided qualitative insights into the contract review challenges and their impact on project outcomes. The qualitative data from the interviews were analyzed thematically, while the quantitative data were subjected to statistical analysis. The study found a negative relationship between contract review challenges and the successful implementation of donor-funded projects. Challenges included delayed review processes, inadequate expertise in contract review, and lack of standardized review procedures. These challenges contributed to project delays, increased costs, and reduced project effectiveness. However, the study employed a mixed-methods research design, combining both quantitative and qualitative data collection methods. The researchers used purposive sampling to select 50 participants involved in contract review and project management in the development agency. The study filled the gap by adopting a descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.

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2.3.5 Implementation of Donor Funded Health Care Projects

Wang (2021) focused on the impact of water supply projects on community health. The study used a quasi-experimental research design with a control group. Random sampling of 800 households across 20 villages was used. Data was collected through surveys, water quality testing, and regression analysis, comparison of health outcomes between intervention and control groups. The study revealed that there was a significant reduction in waterborne diseases in intervention villages compared to control villages. The study concluded that a well-implemented water supply projects positively impact community health by reducing disease burden.

Doe (2019) did a study on the effect of infrastructure projects on economic growth independent variable: implementation of infrastructure projects. Longitudinal study research design was used with a stratified sampling of 600 businesses across urban and rural areas. The study collected data through interviews and secondary economic data analysis. Data was analyzed using time series analysis and correlation studies. The findings of the study showed that there was a significant correlation between infrastructure development and economic growth indicators. The study concluded that effective implementation of infrastructure projects contributes positively to economic development and employment.

Gonzalez (2023) conducted a study on the impact of education projects on academic achievement in South Africa. The study used a mixed-method approach with focus groups. The study adopted cluster sampling of 20 schools, involving 2,000 students. Data was collected from academic records analysis, students and teachers' interviews. Data was analyzed using descriptive statistics and thematic analysis. It was found that there was improved academic performance in schools with upgraded facilities. Conclusions: Properly executed education projects enhance student outcomes and educational quality.

Nguyen (2023) sought to establish the effect of healthcare projects on maternal and child health in Nigeria. The study used a case-control study with a stratified sampling of 1,000 households across rural and urban areas. Data was collected from health facility records and household surveys. Data analysis was done through logistic regression, comparison of health outcomes between cases and controls. The findings of the study indicated that there was improved maternal and child health outcomes in communities with healthcare projects. Conclusions: Well-executed healthcare initiatives contribute to better health outcomes for mothers and children.

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2.4 Summary of the Reviewed Literature

Table 1: Summary of the Reviewed Literature

Author (s)	Focus of the Study	Findings of the Study	Research Gaps	How to address the Study
Lethunya, and Sebola (2019)	Impact of procurement planning on the performance of public institutions in South Africa.	The study found that effective procurement planning positively affects the quality of goods and services procured, reduces procurement costs, and enhances the overall performance of the organization. Additionally, the study found that procurement officials who had received training in procurement planning reported better performance outcomes.	The study focused on the quality of goods, procurement costs, procurement training, and the study also focused on public institutions in South Africa.	The current study will address the gaps by focusing on the procurement planning such as budget allocation coordination & procurement methods.
Omondi, and Ondari(2018)	Effect of procurement planning on procurement performance in public organizations: A case of the county government of Kisumu, Kenya	The study found that procurement planning reduces procurement risks, improves supplier relationships, and increases transparency in the procurement process. Additionally, the study found that procurement officials who received training in procurement planning reported better procurement performance outcomes	The study used a mixed-method research design and random sampling technique to select 100 participants.	The study filled the gap by adopting a descriptive research design and a census technique to incorporate all the 125 respondents to help assess the effect of public procurement policy and implementation of donor funded health care projects.
Olusoji and Salau (2018)	Assessment of procurement planning and its challenges in public sector organizations in Nigeria.	The study found that inadequate funding, poor coordination, and lack of skilled personnel are major challenges in procurement planning. Additionally, the study found that stakeholders' negative attitudes towards procurement officials and the procurement process were also significant challenges in procurement planning.	The study focused on the funding coordination, and Skilled personnel as indicators of procurement planning in public sector in Nigeria.	The current study filled the gap by focusing on the procurement planning indicators such as budget allocation, and procurement methods
Anokye, and	Supplier selection and	The study found that supplier selection significantly	The study used a quantitative	The current study addressed the

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Author (s)	Focus of the Study	Findings of the Study	Research Gaps	How to address the Study
Danso (2017)	performance of small and medium enterprises in Ghana	impacts the performance of SMEs in Ghana. Specifically, the study found that supplier selection based on quality, delivery, and cost significantly affects the performance of SMEs	research design and convenience sampling technique	gap by using a descriptive research design and census technique to assess the effect of public procurement policy and implementation of donor funded health care projects.
Cheng and Li (2016)	Effects of supplier selection criteria and supplier involvement on manufacturing competitiveness: Evidence from China	The study found that supplier selection criteria and supplier involvement significantly affect the manufacturing competitiveness of firms in China. Specifically, the study found that supplier selection criteria based on quality, delivery, and cost significantly affect manufacturing competitiveness, while supplier involvement positively moderates the relationship between supplier selection criteria and manufacturing competitiveness.	The study used a random sampling technique to select the participants from the Chinese manufacturing industry database	The current study addressed the gap by adopting census technique to incorporate all the 125 respondents to help assess the implementation of donor funded health care projects.
Ombiro and Ondiek (2019)	Effects of contract monitoring on procurement performance of public entities in Kenya.	The study found that contract monitoring significantly affects procurement performance in public entities in Kenya. Specifically, the study found that contract monitoring based on contract compliance, contractor performance, and contract management significantly affects procurement performance	The study used a mixed-methods research design and a stratified random sampling technique was used to select a sample of 100 respondents	The current study adopted a descriptive research design and a census technique to assess the public procurement policies and implementations of health care projects.
Wang (2021)	Impact of water supply projects on community health	The study revealed that there was a significant reduction in waterborne diseases in intervention villages compared to control villages. The study concluded that a well-implemented water supply projects positively impact community health by reducing disease burden.	The study used a quasi-experimental research design with a control group to focus on the water supply projects on community health.	The current study adopted a descriptive research design and a census technique to assess the public procurement policies and implementations of health care projects.
Nguyen (2023)	Effect of healthcare projects on maternal and child health in Nigeria	The findings revealed that improved maternal and child health outcomes in communities with healthcare projects. Conclusions: Well-executed healthcare initiatives contribute to better health outcomes for	The study used a case-control study with a stratified sampling of 1,000 households across rural and urban areas.	The current study adopted a descriptive research design and a census technique to assess the public procurement policies and

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Author (s)	Focus of the Study	Findings of the Study	Research Gaps	How to address the Study
		mothers and children.		implementations of health care projects.

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2.5 Conceptual Framework

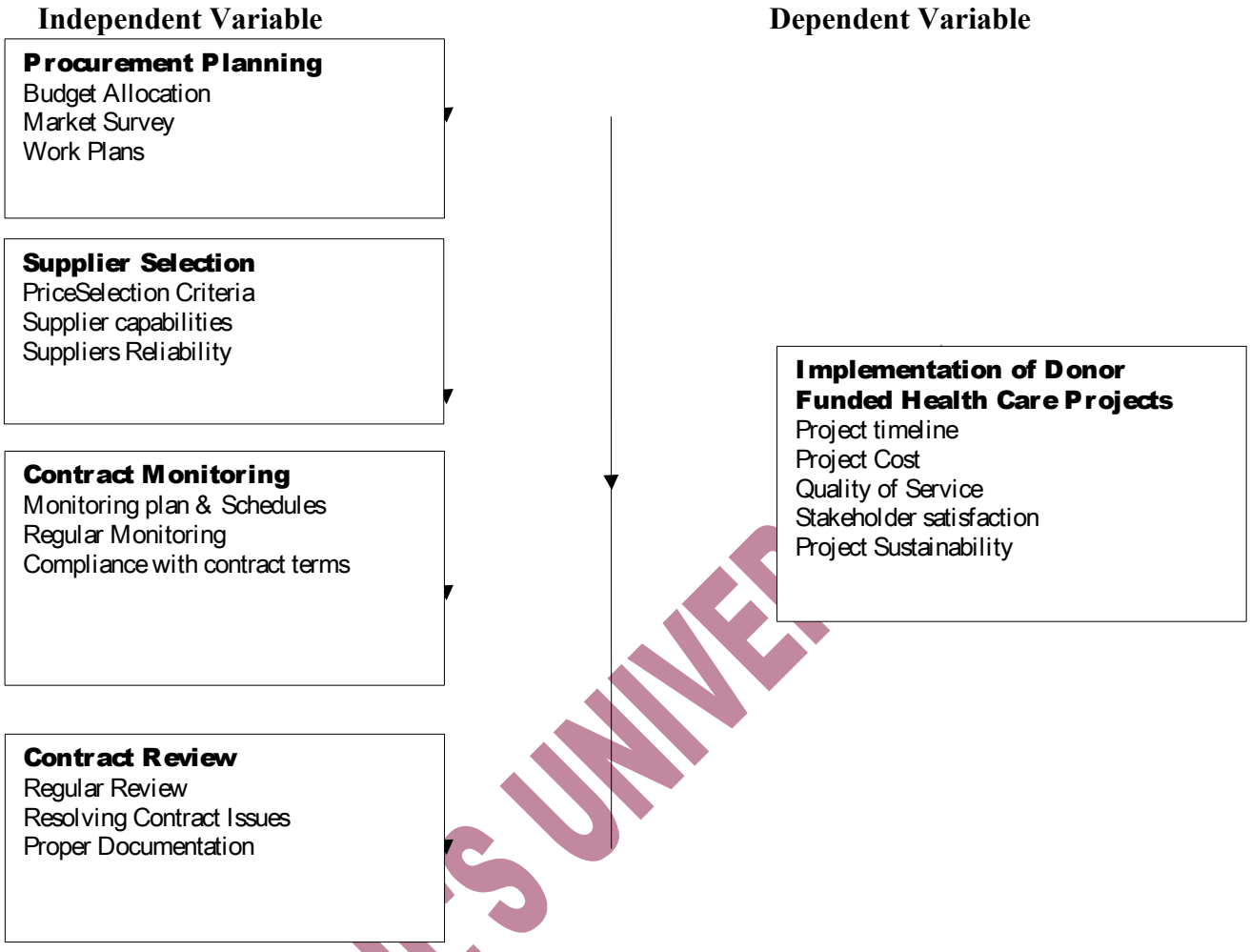


Figure 1: Conceptual Framework

Public procurement policies exert significant influence on the implementation of donor-funded healthcare projects through various key aspects. Procurement planning serves as the foundational step, determining the trajectory of the entire project by delineating necessary resources and estimating associated costs. Effective planning ensures timely acquisition of goods and services, preventing budget overruns and ensuring financial sustainability. Moreover, it establishes quality standards and specifications, guaranteeing that procured items meet project requirements, thereby bolstering the efficacy of healthcare interventions.

Supplier selection plays a pivotal role in the success of donor-funded healthcare projects. The process of choosing suppliers is critical, as it determines the reliability and quality of goods and services procured. Transparent and competitive bidding processes foster fairness and efficiency in supplier selection, maximizing value for

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money while upholding procurement regulations. Selecting suppliers with a proven track record of timely delivery and adherence to quality standards minimizes risks such as delays or substandard quality, thus contributing to the overall success of the project.

Once suppliers are chosen, contract monitoring becomes essential. This involves continuous oversight to ensure compliance with agreed-upon terms and conditions. Through vigilant monitoring, project managers verify that goods and services are delivered as specified preventing deviations that could disrupt project timelines or compromise quality. Timely identification and resolution of issues through contract monitoring help maintain project momentum, ensuring smooth service delivery to beneficiaries.

Periodic contract reviews provide opportunities for reflection and improvement throughout the project lifecycle. By assessing procurement processes and supplier performance, project stakeholders can identify areas for enhancement and apply lessons learned to future projects. Transparent contract review processes foster accountability and trust among stakeholders, reinforcing the integrity of donor-funded healthcare projects and optimizing their impact on beneficiary populations.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology refers to the systematic and structured approach used by researchers to conduct a study or investigate a particular problem, question, or phenomenon. It encompasses the techniques, procedures, and tools employed to collect, analyze, and interpret data in order to arrive at reliable and valid conclusions (Bryman, 2016). This chapter describes the research design that was used. It provides details of the following; study area, target population, the sampling procedure and sample size, data collection, tools and analysis procedures that were used.

3.2 Research Design

Kothari (2012) defines a research design as the arrangement of conditions for collection and review of data in a manner aimed at integrating relevance to the research drive. The study adopted the descriptive research design. Descriptive research design is a type of research methodology that aims to provide a detailed and accurate description of a phenomenon, event, group, or situation. Descriptive research is often used when the primary goal is to understand and document the characteristics of a population or the relationships between variables in a specific context. The design was the most appropriate choice for this study as it aligns with the objective of describing the current status of public procurement policies and the implementation of donor-funded health care projects in Nakuru County, Kenya. By providing a comprehensive overview of the existing practices and challenges, the study can contribute valuable insights for enhancing the efficiency and effectiveness of health care project implementation and procurement processes in the County.

3.3 Target Population

Population is a group of individuals, objects or items from which samples are taken for measurement (Mugenda & Mugenda, 2012). It refers to a larger group from which a sample is taken. Target population is a cluster of people or elements which have one common interest (Kombo &Tropm, 2015). The target population was 54 procurement officers, 24 accountants, 15 coordinators, 32 project managers. Therefore, the total population was 125 respondents. Since the study population was

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manageable the researcher adopted a census technique to incorporate all the respondents in the study. According to Mugenda and Mugenda (2012) a census design is a study of every unit, everyone or everything in a population. Census design increases reliability because there is no point of sampling allowing all the respondents to participate in the study. The distribution of the target population was as indicated in Table 2

Table 2: Target Population

Health Facility Name	Procurement Officer	Accountants	Coordinators	Project Manager	Total
Nakuru Provincial General Hospital	3	1	2	3	9
Sisto Mazoldi Dispensary	1	1	1	1	4
Bahati District Hospital	3	1	1	1	6
ElburgonNyayo Hospital	1	1			2
Gilgil Regional Military Hospital	1			1	2
Gilgil Sub-county Hospital	3	1	1	1	6
Kabazi Sub-county Hospital	2	1	1		4
Keringet Sub-county Hospital	2		1	2	5
Ikumbi Health Centre	1	1		1	3
Naivasha District Hospital	2	1	1	2	6
Mau Narok Hospital	1	1		1	3
Njoro Sub-county Hospital	2			2	4
Olenguruone Sub District Hospital	2	1	1	1	5
St Mary Hospital	1			1	2
Subukia HDH	1			1	2
Sachangwan Dispensary	1	1		1	3
Moi Ndabi Dispensary	1	1		1	3
Menengai Dispensary	1	1		1	3
Soin health Centre	1	1		1	3
Kabarak Health Centre	1	1		1	3
Kuresoi Health Centre	1		1		2
Langalanga Health Centre	1	1	1		3
Molo District Hospital	2	1	1	1	5
Nakuru West Health Centre	1			1	2
Oserian Health Centre	1				1

Health Facility Name	Procurement Officer	Accountants	Coordinators	Project Manager	Total
AIC Bethsaida Health Centre	1	1			2
Belba Dispensary	1				1
Egerton Health Centre	1		1	1	3
Huruma Dispensary	1			1	2
Dandelion medical Centre	1	1	1	1	4
Kamosop Dispensary	1	1			2
Kamwaura Dispensary	1				1
Kayole Dispensary	1	1			2
Kihingo Dispensary	1				1
Langalanga Dispensary	1	1			2
Mercy Mission Hospital	1	1		1	3
Mother Kelvin Hospital	1	1	1	1	4
MwishoWa Lami Dispensary	1			1	2
Ndoroto Dispensary	1			1	2
Karagita Dispensary	1				1
Piave Dispensary	1				1
Taita Dispensary	1				1
Total	**54**	**24**	**15**	**32**	**125**

Source: Research Data 2023

3.4 Data Collection Instruments

Primary data was sourced from the respondents through the use of semi structured questionnaires. Primary data is the information in which the researcher collects himself (Mugenda, 2012). Structured questionnaires consist of closed-ended questions with predefined response options, making them easy to analyze statistically but potentially limiting in depth. Unstructured questionnaires contain open-ended questions, providing richer data but requiring more complex analysis. Semi-structured questionnaires, as used in this study, combine both types, facilitating a balance between breadth and depth of data. There are several advantages associated with the use of which informs its usage in this study. These advantages include ease of distribution and data collection, ease of data analysis.

3.5 Data Collection Procedure

Data collection process began by getting a formal letter from the university authorizing the field study. The letter together with the consent statement was then

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presented to the respective public health facilities as a means of seeking authority to collect data from the institution. The study also sought a permit from the National Commission for Science, Technology and Innovation (NACOSTI). Data was collected using drop and pick later method which was collected after two weeks. In this method, the consent statement was issued and then the questionnaire administered. The respondents were assured of confidentiality of their information to improve the response rate.

3.6 Pilot Test

Pilot survey is a small-scale replica and rehearsal of the main study. It assists in determining the suitability and ease of use of the research instruments and the operational aspects of administering the questionnaires. The purpose of a pilot test is to discover possible weaknesses, inadequacies, ambiguities and problems in any aspect of the research process. A pilot study was conducted in Uasin Gishu County where 13 questionnaires were issued to procurement officers, accountants, coordinators and project managers in 3 health facilities that have project that is funded by non-governmental organization. This represented 10% of the target population (Kothari, 2012). The pilot study was conducted in Uasin Gishu County because it shared similarities with Nakuru County in terms of socio-economic, political, and cultural factors. Conducting the pilot study in Uasin Gishu helped the study gain insights into potential issues, challenges, or dynamics that might be relevant in adjusting the data collection instrument. It also helped in knowing whether the respondents understand the questionnaire.

3.6.1 Validity

The validity is the extent to which the research instrument represents the phenomenon under study (Mugenda, 2012). The purpose of validity in the study is to seek relevant evidence that confirms the responses found with the measurement instrument is a true reflection of the nature of the problem under investigation. The instrument validity was checked to ensure that the results obtained from the analysis represented the phenomenon under study in terms of content, criteria and the characteristics. This was done through incorporation of expert's views in the University through supervision, presentation of the proposal to various research panels, literature review and wide consultation. Their comments were used to make improvements on the instruments.

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3.6.2 Reliability

Reliability is a measure of the degree to which a research instrument yields constant results or data after repeated trials (Kothari, 2012). Reliability enables the researcher to estimate error and make the necessary corrections if any. A pilot study was conducted in Eldoret town. According to Baker (2011), a sample size of 10-20% of the study is considered reasonable number of participants to consider enrolling in a pilot study. Eldoret town is selected because it has a lot of the non-governmental organization bearing similar characteristics as the non-governmental organization in Nakuru County. Reliability of the instruments was determined using Cronbach Alpha. Items with reliability coefficients of at least 0.70 were accepted as valid and reliable in this research.

3.7 Data Analysis and Presentation

Data analysis is the process of bringing order, structure and meaning to the mass information collected (Cooper & Schindler, 2003). Data analysis involves reduction of accumulated data to a manageable size, developing summaries, looking for patterns and applying statistical techniques. Quantitative data analysis technique was employed analysis to analyses numerical data. The methods included descriptive and inferential test where frequencies, means and standard deviation were determined. Inferential tests included determination of linearity of the independent and dependent variables by use of Pearson's Correlation Coefficient (r) and multiple linear regression was used for predicting the variable relationships. The outputs were presented in form of tables. Computations were done using the Statistical Package for Social Sciences (SPSS) Version 24. The following regression model was used for analysis.

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

Where:

Y	represents	Implementation of Donor Funded Health Care Projects
B_0	represents	Constant
X_1	represents	Procurement Planning
X_2	represents	Supplier Selection
X_3	represents	Contract Monitoring
X_4	represents	Contract Review

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ε	represents	Error term
$\beta_1, \beta 2, \beta_3 \beta_4$	represent	Regression Coefficients of Independent Variables

3.9 Ethical Consideration

3.9.1 Informed Consent

The researcher first sought approval from graduate school for ethical review after which the researcher received consent from the relevant authorities prior to the commencement of the study. The researcher also sought a permit from the National Commission for Science, Technology and Innovation (NACOSTI). With the consent from the graduate school, the permit and approval from the ministry of health, the researcher then requested the selected respondents to fill their consent form and questionnaires. Their permission was useful in ensuring that this research study is successfully completed so that the findings collected in the consequent stages does not breach the rules and regulations laid down when undertaking this research work.

3.9.2 Voluntary Participation

Voluntary participation means all the people involved in the research do it out of free will. No one is forcing them. The respondents had a choice to choose whether to participate at any point in time. The participants had the right to answer the questions asked.

3.9.3 Confidentiality

Confidentiality means that information is not made public or accessed by anyone else other than the researcher himself. The employees were assured of the confidentiality of all the information provided. This assisted in improving the response rate of the respondents. The researcher locked the collected data in safe office boxes for one month during data analysis.

3.9.4 Privacy

This is where the participant has a right to privacy when involved in a research study. To ensure privacy, the employees were not required to indicate their name on the research questionnaire. After data was analyzed, the filled-in questionnaires were shredded to destroy private, confidential and sensitive information.

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3.10 Diagnostic Tests

The study undertook preliminary diagnostic tests to ensure suitability of correlation and multiple linear regressions. The preliminary diagnostic tests include normality tests, multicollinearity test and Autocorrelation Test. Multicollinearity is a phenomenon in which one predictor variable in a multiple regression model can be linearly predicted from the others with a substantial degree of accuracy. Variance Inflation Factor (VIF) was used to check the Multicollinearity of the data. Normality tests are used to determine if a data set is well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed.Normality tests were tested by determining Kolmogorov-Smirnov values. The study also conducted an autocorrelation test. Autocorrelation refers to the correlation of a variable with itself over time. When autocorrelation is present it implies that the current value of the variable is related to its past values. This can lead to biased estimates of the regression coefficients, as the effect of the independent variables may be attributed to the auto correlated error term rather than the true relationship between the variables. Furthermore, the study conducted linearity test. Linearity means values of the outcome variable for each increment of the predictors lie along a straight line. The study used correlation analysis to test for linearity. Thus, significance value smaller than 0.05, indicates that there is a linear relationship. Finally, the study conducted a homoscedasticity test. Homoscedasticity refers to the assumption of constant variance in the errors (or residuals) of a regression. The study used scatterplot diagram to test homoscedasticity.

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CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter focuses on data analysis, results presentation and discussion of the findings. The general objective of the study was to assess the effect of public procurement policies on implementation of donor funded health care projects in Kenya: A case of Nakuru County.

4.2 Pilot Test Results

The study conducted a pilot study in Eldoret town whereby 13 questionnaires were issued out. The result of the findings is shown Table 3.

Table 3: Reliability Test Results

Variable	No. of Items	Cronbach's Alpha Value
Procurement Planning	3	.764
Supplier Selection	3	.778
Contract Monitoring	4	.776
Contract Review	3	.787

Source: Research Data (2024)

From the pilot study the Cronbach Alpha level of questions on procurement planning was .764, the Cronbach Alpha level of questions on supplier selection was .778, the Cronbach Alpha level of questions on contract monitoring was .776, while the Cronbach Alpha level of questions on contract review was .787. Since the Cronbach alpha value of the study variables ranged from 0.764-0.787, implies that all the questions on study variable were reliable.

4.3Response Rate

Response rate is the number of people with whom questionnaires were properly completed divided by the total number of people in the entire sample. The study administered 125 questionnaires but only 110 questionnaires were properly filled and returned. This represented 88% overall successful response rates. This implies that 88 percent response rate obtained was very appropriate for data analysis. A response rate

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of 88% indicates a strong level of engagement from the sample population, suggesting that the collected data is representative and reliable for further study and analysis. This response rate reflects positively on the quality and validity of the data gathered, supporting the credibility of the study's findings and conclusions.

Table 4: Response Rate

Sampled No. of respondents	No. of Questionnaires Returned	Response Rate (%)
125	**110**	**88**

4.4 Demographic Information

The respondents were also asked to indicate the gender representation of the study subjects. The findings were as presented in Table 5.

Table 5: Gender representation of the study subjects

Gender	Frequency	Percentage
Male	63	57
Female	47	42
Total	**110**	**100**

According to the findings, 57% of the respondents were male while 42% were female. This shows that majority of employees who worked with the donor funded health care projects in in Nakuru were male. Assessing gender representation was necessary to ensure inclusivity and equity in the study. Understanding the gender distribution among respondents helped identify potential disparities in the implementation of public procurement policies within donor-funded healthcare projects.

Concerning respondents' highest level of education, they were asked to indicate their highest level of education that they had attained. The findings were as shown in Table 6

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Table 6: Respondents' Highest Level of Education

Level of Education	Frequency	Percentage
Professional Certificate	15	14
Diploma	21	19
Undergraduate Degree	33	30
Master's Degree	29	26
Postgraduate	12	11
Total	**110**	**100**

From the findings, 14% of the respondents indicated that they had professional certificate, 19% stated that they had diploma education, 30% indicated that they had undergraduate degrees, 26% stated that they had masters degrees while 11% stated that they had postgraduate degrees. This implies that majority of the respondents who have worked with the donor funded health care projects in Kenya specifically Nakuru County had undergraduate degree and master's degree. Understanding the educational backgrounds of respondents helped identify any knowledge or skill gaps that might need to be addressed through training and capacity-building programs. This assessment was essential for correlating educational attainment with the success of procurement policy implementation, ensuring that personnel were adequately equipped to manage procurement tasks.

The respondents were also asked to indicate the duration they had worked with donor funded health care projects in Nakuru County, Kenya. The findings were presented in Table 7.

Table 7: Duration of Service with the Donor Funded Health Care Projects

Duration of Service	Frequency	Percentage
Less than 1 Years	0	0
2-5 Years	44	40
5-10 Years	35	32
Above 10 Years	31	28
Total	110	100

Source: Research Data (2023)

According to the findings, 40% of the respondents indicated that they had been working with the donor funded health care projects in Nakuru County, Kenya for 2-5 years, 32% have been working with donor funded health care projects in Nakuru

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County, Kenya for 5-10 years, 28 % had been working with donor funded health care projects in Nakuru County, Kenya for more than 10years. This implies that majority of the respondents have been working with donor funded health care projects in Nakuru County, Kenya for 2-5 years and for 5 -10 years. Understanding how long individuals had been engaged in these projects provided valuable information on their familiarity with procurement processes and their ability to navigate related challenges. This assessment was crucial for determining the relationship between tenure and the effectiveness of procurement policy implementation, identifying whether longer-serving employees were more proficient in executing procurement tasks.

4.4 Descriptive Analysis

The study requested respondents to give opinions in regard to the effect of procurement planning, supplier selection, contract monitoring and contract review on implementation of donor funded health care projects in Nakuru County, Kenya.The interpretation of the findings was made based on the mean and standard deviation. The value of the mean indicated the level of agreement. The value of the mean ranged between 1-5, with 1 being the least mean and 5 being the highest mean. Standard deviation is a measure of the dispersion of a set of data from its mean.

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4.4.1 Procurement Planning

The respondents were asked to indicate their level of agreement on the effects of procurement planning on implementation of donor funded health care projects in Nakuru County, Kenya. The findings were as indicated in Table 8.

Table 8: Procurement Planning on Implementation of Donor Funded Health Care Projects

Procurement Planning	SA	A	U	D	SD	Mean	Std
Budget allocation helps in setting financial boundaries and prevents overspending.	26	47	17	10	0	3.887	0.785
Budget allocation process promotes transparency by clearly outlining how funds will be allocated and utilized.	37	45	13	5	0	4.113	0.675
Effective budget allocation ensures that funds are distributed appropriately to various procurement activities	55	42	3	0	0	4.516	0.675
Market research enables the identification of potential suppliers who can meet the project's requirements	57	37	6	0	0	4.500	0.786
Market research allows for comparing prices, quality, and value offered by different suppliers.	39	44	11	6	0	4.145	0.765
Market research provides insights into supplier reputation, track record, and financial stability	47	34	13	6	0	4.210	0.675
Competitive bidding methods such as open tendering or request for projects encourage competition among suppliers, resulting in competitive pricing and better quality.	50	31	15	5	0	4.258	0.877
Choosing appropriate procurement methods streamlines the procurement process, ensuring timely acquisition of good	44	53	3	0	0	4.403	0.567
Proper procurement methods ensure compliance with legal and regulatory requirements	42	33	5	0	0	4.345	0.678

According to the findings, 26% of respondents strongly agreed that budget allocation helps in setting financial boundaries and prevents overspending, 47% agreed, 17% were neutral, 10% disagreed, while none strongly disagreed with this statement. The mean response was 3.887, with a standard deviation of 0.907. This suggests that budget allocation is perceived as a crucial element in managing financial resources and preventing overspending. In addition, 37% of respondents strongly agreed that budget allocation process promotes transparency by clearly outlining how funds will be allocated and utilized, 45% agreed, 13% were neutral, and 5% disagreed. The mean was 4.113, with a standard deviation of 0.870. Furthermore 55% of respondents strongly agreed that effective budget allocation ensures that funds are distributed appropriately to various procurement activities, 42% agreed, 3% were neutral while

none disagreed. The mean was found to be 4.516 thile the standard deviation was 0.565. The study findings were inconsistent with those of Maganjo (2018) which revealed that budget allocation is a critical aspect of financial management in organizations. It involves the allocation of resources, including funds, to various activities and departments to ensure the efficient and effective achievement of organizational goals.

Furthermore 57% of respondents strongly agreed that market research enables the identification of potential suppliers who can meet the project's requirements, 37% agreed, 6% were neutral, while none of the respondents disagreed. This underscores the importance of thorough market research in ensuring the selection of suitable suppliers for project needs. Market research also allows for comparing prices, quality, and value offered by different suppliers.

In addition, 39% of respondents strongly agreed that market research allows for comparing prices, quality, and value offered by different suppliers, 44% agreed, 11% were neutral, while 6% disagreed with a mean was 4.500 and a standard deviation of 0.621. The findings are in line with Osieke (2016) findings which noted that market research allows businesses to identify prevailing price trends within the industry. By understanding the pricing landscape, companies can assess whether the prices quoted by different suppliers are competitive or overpriced.

Moreover, 47% of respondents strongly agreed that market research provides insights into supplier reputation, track record, and financial stability, 34% agreed, 13% were neutral while 6% disagreed with a mean was 4.145 and a standard deviation of 0.866, Competitive bidding methods such as open tendering or requests for projects encourage competition among suppliers, resulting in competitive pricing and better quality. The findings also indicated that 50% of respondents strongly agreed that competitive bidding methods such as open tendering or request for projects encourage competition among suppliers, resulting in competitive pricing and better quality, 31% agreed, 15% were neutral while 5% disagreed with a mean of 4.258 and a standard deviation of 0.886.

In addition, 44% of respondents strongly agreed that choosing appropriate procurement methods streamlines the procurement process, ensuring timely

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acquisition of good, 53% agreed, 3% were neutral, while none of the respondents disagreed with a mean of 4.403 and a standard deviation of 0.557. The study findings are in line with those of Bowen (2014) who noted that appropriate procurement methods begin with a clear understanding of the organization's needs and requirements. This involves defining specifications, quantities, quality standards, and delivery timelines. Properly defined requirements prevent ambiguity and facilitate smoother procurement procedures.

4.4.2 Supplier Selection

The respondents were asked to indicate their level of agreement on the effect of supplier selection on implementation of donor funded health care projects in Nakuru County in Kenya. The findings were as indicated in Table 9.

Table 9: Supplier Selection on Implementation of Donor Funded Health Care Projects

Supplier Selection	S A %	A %	U %	D %	SD %	Mean	Std
Suppliers are selected based on their quality standards, certifications and past performance	37	31	19	13	0	3.887	1.073
Suppliers are selected based on their technical capacities which enhances implementation of donor funded health care projects	52	39	9	0	0	4.419	0.667
Suppliers selected adhere to relevant laws and ethical practices in procurement.	37	31	19	13	0	3.887	1.073
Donor funded project select suppliers with a proven record of reliability and timely delivery.	44	40	6	10	0	4.177	0.932
Evaluating supplier capabilities helps in identifying suppliers who have the capacity to meet project timelines	37	39	10	14	0	3.984	1.032
Assessing supplier capabilities allows for identifying suppliers who have the potential to become long-term partners for the project.	42	39	11	8	0	4.145	0.921
Monitoring suppliers enables the assessment of their ongoing performance against agreed-upon metrics quality standards, and delivery timelines	37	44	16	3	0	4.145	0.807
Regular supplier monitoring helps in identifying and mitigating potential risks associated with supplier performance.	35	45	5	0	0	4.452	0.592

The study explored the effect of supplier selection on the implementation of donor-funded health care projects in Nakuru County. Suppliers are selected based on their quality standards, certifications, and past performance, where 37% of respondents strongly agreed, 31% agreed, 19% were neutral, 13% disagreed while none strongly disagreed. The mean was 3.887 while the standard deviation was 1.073. This reflects

varied opinions but general agreement on the importance of quality in supplier selection. Suppliers are also selected based on their technical capacities, enhancing the implementation of donor-funded health care projects. Here, 52% strongly agreed, 39% agreed, 9% were neutral, and none disagreed. The mean was 4.419 while the standard deviation was 0.667, indicating a strong consensus on the importance of technical capacity in supplier selection. The study findings are in line with those of Mawago (2019) who found that suppliers with robust technical capacities possess specialized expertise and knowledge in their respective fields. This expertise is crucial in providing high-quality goods and services that align with the project's healthcare objectives.

Moreover, suppliers selected adhere to relevant laws and ethical practices in procurement. The findings show that 37% of respondents strongly agreed, 31% agreed, 19% were neutral, 13% disagreed, and none strongly disagreed. The mean response was 3.887 and a standard deviation of 1.073, reflecting a general agreement on the importance of legal and ethical compliance. For donor-funded projects, selecting suppliers with a proven record of reliability and timely delivery is crucial. According to the data, 44% of respondents strongly agreed, 40% agreed, 6% were neutral, 10% disagreed, and none strongly disagreed. The mean was 4.177 and a standard deviation of 0.932, indicating support for selecting reliable and timely suppliers.

Evaluating supplier capabilities helps in identifying those who can meet project timelines, with 37% of respondents strongly agreeing, 39% agreeing, 10% being neutral, 14% disagreeing, and none strongly disagreeing. The mean response was 3.984 and a standard deviation of 1.032, suggesting varied but generally positive views on the importance of supplier capability evaluation. The study is in agreement with the findings of Hou and Gopala (2019) which indicated that suppliers with sufficient production capacity are more likely to meet project timelines. By evaluating their production capabilities, including equipment, workforce, and production processes, organizations can determine whether the supplier can handle the required order volume within the specified timeframe.

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Assessing supplier capabilities allows for identifying suppliers who have the potential to become long-term partners for the project. Here, 42% of respondents strongly agreed, 39% agreed, 11% were neutral, 8% disagreed, and none strongly disagreed. The mean was 4.145, with a standard deviation of 0.921, reflecting support for long-term supplier partnerships. Monitoring suppliers enables the assessment of their ongoing performance against agreed-upon metrics, quality standards, and delivery timelines. According to the findings, 37% strongly agreed, 44% agreed, 16% were neutral, 3% disagreed, and none strongly disagreed. The mean was 4.145, with a standard deviation of 0.807, indicating the importance of continuous supplier performance monitoring.

Finally, regular supplier monitoring helps in identifying and mitigating potential risks associated with supplier performance. The data shows that 35% strongly agreed, 45% agreed, 5% were neutral, and none disagreed or strongly disagreed. The mean was 4.452, with a standard deviation of 0.592, underscoring the value of regular supplier monitoring in risk management. According to Duggan (2016), monitoring suppliers allows organizations to ensure that the supplied products or services consistently meet the established quality standards. Regular inspections, quality audits, and testing procedures help identify deviations from the agreed-upon quality levels. Addressing quality issues promptly helps prevent defects from reaching customers and negatively impacting on the project timelines.

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4.4.3 Contract Monitoring

The respondents were asked to indicate their level of agreement on the effects of contract monitoring on implementation of donor funded health care projects in Nakuru County in Kenya. The findings were as indicated in Table 10.

Table 10: Contract Monitoring on Implementation of Donor Funded Health Care Projects

Contract Monitoring	SA %	A %	U %	D %	SD %	Mean	Std
The project has a well-designed monitoring plan which allows for identification of potential risks and take prompt measures	47	34	13	6	0	4.210	0.908
Monitoring Plan and Schedules helps the project stakeholders to make timely decisions during project implementation.	50	31	15	5	0	4.258	0.886
Monitoring schedules enable project managers to track deliverables, milestones and key performance indicators.	44	53	3	0	0	4.403	0.557
Regular monitoring allows for the continuous assessment of supplier performance against contract terms and project requirements.	37	44	16	3	0	4.145	0.807
Regular monitoring helps in detecting any issues or deviations from contract terms at an early stage	52	39	9	0	0	4.419	0.667
Regular monitoring provides opportunities for engagement and communication between the project relevant stakeholders and suppliers	37	31	19	13	0	3.887	1.073
Monitoring compliance with contract terms promotes accountability and transparency in the procurement process	44	40	6	10	0	4.177	0.932

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According to the findings, 47% of the respondents strongly agreed, 34% agreed, 13% were undecided, 6% disagreed, and none of the respondents strongly disagreed that the project has a well-designed monitoring plan which allows for identification of potential risks and taking prompt measures. The mean for this statement was 4.210 with a standard deviation of 0.908. This implies that having a well-designed monitoring plan significantly helps in identifying potential risks and taking prompt measures. In another aspect, 50% of the respondents strongly agreed, 31% agreed, 15% were neutral, 5% disagreed, and none of the respondents strongly disagreed that monitoring plans and schedules help project stakeholders to make timely decisions during project implementation. The mean was 4.258, and the standard deviation was 0.886. This indicates that timely decision-making is facilitated through effective monitoring plans and schedules.

Regarding the tracking of deliverables, milestones, and key performance indicators, 44% of respondents strongly agreed, 53% agreed, 3% were undecided, and none disagreed or strongly disagreed. The mean was 4.403, and the standard deviation was 0.557. This suggests that monitoring schedules are crucial in tracking important project elements. The study findings are in line with those of Kiarie (2017) who found that monitoring schedules help project managers allocate resources effectively. They can track when and where resources are needed most, optimizing resource allocation to ensure that tasks are adequately staffed and equipped for timely completion.

When asked about the continuous assessment of supplier performance against contract terms and project requirements, 37% of respondents strongly agreed, 44% agreed, 16% were neutral, 3% disagreed, and none strongly disagreed. The mean was 4.145, with a standard deviation of 0.807. This implies that regular monitoring plays a key role in assessing supplier performance. Furthermore, 52% of the respondents strongly agreed, 39% agreed, 9% were neutral, and none disagreed or strongly disagreed that regular monitoring helps in detecting issues or deviations from contract terms at an early stage. The mean was 4.419 and the standard deviation was 0.667, indicating that early detection of issues is facilitated by regular monitoring. The findings concur with the study with Jordan (2014) who noted that regular monitoring allows organizations to catch problems or deviations as soon as they arise. This early detection prevents issues from escalating into larger, more complicated challenges that could disrupt project timelines or contractual agreements.

Regarding the engagement and communication between project stakeholders and suppliers, 37% strongly agreed, 31% agreed, 19% were neutral, 13% disagreed, and none strongly disagreed. The mean was 3.887 with a standard deviation of 1.073. This shows that regular monitoring also enhances engagement and communication among stakeholders and suppliers. Lastly, 44% strongly agreed, 40% agreed, 6% were neutral, 10% disagreed, and none strongly disagreed that monitoring compliance with contract terms promotes accountability and transparency in the procurement process. The mean was 4.177, and the standard deviation was 0.932. This implies that compliance monitoring is essential for accountability and transparency. The findings concur with Takim (2016) who found that monitoring helps ensure that both parties involved in a contract are adhering to the terms and conditions. By comparing

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ongoing performance to the stipulated contract terms, organizations can identify any discrepancies and take corrective action to bring activities back in line with the agreed-upon terms.

4.4.4 Contract Review

The respondents were asked to indicate their level of agreement on the effect of contract review on implementation of donor funded health care projects in Nakuru County in Kenya. The findings were as indicated in Table 11

Table 11: Contract Review on Implementation of Donor Funded Health Care Projects

Contract Review	S A %	A %	U %	D %	SD %	Mean	Std
The project conducts regular contract review which enhances implementation of the health care projects	37	34	10	16	3	3.855	1.185
Regular contract review helpsto identify and mitigate potential risks associated with contractual issues	55	34	8	3	0	4.403	0.778
Regular review enables project managers to assess the contract's suitability and relevance as the project progresses	44	46	7	3	0	4.307	0.738
The project managers promptly address and resolves contract issues which enhances project implementation.	37	44	16	3	0	4.145	0.807
Resolving contract issues promptly helps to avoid additional costs associated with delays and legal disputes	55	33	7	5	0	4.387	0.869
Proper documentation facilitates knowledge transfer within the project team and enables capturing valuable lessons learned	44	50	6	0	0	4.371	0.607
Resolving contract issues in a timely manner prevents delays or disruptions in the project's progress	37	39	10	14	0	3.984	1.032
Proper documentation facilitates knowledge transfer within the project team and enables capturing valuable lessons learned	42	39	11	8	0	4.145	0.921

The respondents were asked to indicate their level of agreement on the effects of contract review on the implementation of donor-funded health care projects in Nakuru County, Kenya. According to the findings, 37% strongly agreed, 34% agreed, 10% were neutral, 16% disagreed, and 3% strongly disagreed that regular contract review enhances the implementation of health care projects. The mean was 3.855, and the standard deviation was 1.185. This suggests that regular contract review has a notable impact on project implementation. In another aspect, 55% strongly agreed, 34%

agreed, 8% were neutral, 3% disagreed, and none strongly disagreed that regular contract review helps to identify and mitigate potential risks associated with contractual issues. The mean was 4.403 and the standard deviation was 0.778. This indicates that regular reviews are crucial for risk identification and mitigation. Regarding the assessment of the contract's suitability and relevance as the project progresses, 44% strongly agreed, 46% agreed, 7% were neutral, 3% disagreed, and none strongly disagreed. The mean was 4.307, and the standard deviation was 0.738. This implies that regular review helps in assessing the contract's suitability. The study findings are in line with those of Rahman (2018) who found that projects are dynamic, and circumstances can change unexpectedly. Regular contract reviews enable project managers to evaluate whether the contract's terms still align with the evolving project environment, preventing discrepancies and misalignments.

When asked if project managers promptly address and resolve contract issues, 37% strongly agreed, 44% agreed, 16% were neutral, 3% disagreed, and none strongly disagreed. The mean was 4.145 and the standard deviation was 0.807. This suggests that prompt resolution of contract issues enhances project implementation. Furthermore, 55% of the respondents strongly agreed, 33% agreed, 7% were neutral, 5% disagreed, and none strongly disagreed that resolving contract issues promptly helps to avoid additional costs associated with delays and legal disputes. The mean was 4.387 with a standard deviation of 0.869. This implies that timely resolution of issues prevents additional costs and legal disputes. Regarding the documentation facilitating knowledge transfer within the project team, 44% strongly agreed, 50% agreed, 6% were neutral, and none disagreed or strongly disagreed. The mean was 4.371 while the standard deviation was 0.607. This indicates that proper documentation is essential for knowledge transfer. The finding concurs with Mallen (2016) who found proper documentation enables team members to share their knowledge, experiences, and insights with others. This reduces reliance on individual expertise and promotes collaboration.

Moreover, 37% strongly agreed, 39% agreed, 10% were neutral, 14% disagreed, and none strongly disagreed that resolving contract issues in a timely manner prevents delays or disruptions in the project's progress. The mean was 3.984, and the standard deviation was 1.032. This suggests that timely issue resolution is crucial for

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maintaining project progress. Lastly, 42% of the respondents strongly agreed, 39% agreed, 11% were undecided, 8% disagreed, and none of the respondents strongly disagreed that proper documentation facilitates knowledge transfer within the project team and enables capturing valuable lessons learned. The mean for this statement was 4.145 and the standard deviation was 0.921. This implies that proper documentation is essential for effective knowledge transfer and capturing valuable lessons learned within the project team. The study findings are consistent with the findings of Liisa (2016) which showed that proper documentation allows team members to share their experiences, best practices, and solutions with others. It promotes collaboration and prevents the reinvention of the wheel. Documenting challenges, successes, and failures during a project captures valuable lessons learned. These insights provide a basis for continuous improvement in future projects.

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4.4.5 Implementation of Donor Funded Health Care Projects

The respondents were asked to indicate their level of agreement on implementation of donor funded health care projects in Nakuru County in Kenya. The findings were as indicated in Table 12.

Table 12: Implementation of Donor Funded Health Care Projects.

	S A %	A %	U %	D %	SD %	Mean	Std
The health care projects are completed within the estimated timelines	37	34	10	16	3	3.855	1.185
The health care projects are completed within the estimated budget.	55	34	8	3	0	4.403	0.778
More individuals and communities have benefited from improved access to healthcare services.	44	46	7	3	0	4.307	0.738
The health care projects have higher scalability and replicability	37	44	16	3	0	4.145	0.807
The implemented projects contribute to improved health outcomes	55	34	8	3	0	4.403	0.778
Delivering high-quality project activities generates trust and confidence among the beneficiaries healthcare providers,	37	44	16	3	0	4.145	0.807
Stakeholder satisfaction fosters collaboration and cooperation among project partners	55	33	7	5	0	4.387	0.869

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The respondents were asked to indicate their level of agreement on the implementation of donor-funded health care projects in Nakuru County, Kenya. According to the findings, 37% strongly agreed, 34% agreed, 10% were neutral, 16% disagreed, and 3% strongly disagreed that health care projects are completed within the estimated timelines. The mean was 3.855 and the standard deviation was 1.185. This implies that meeting project timelines is a significant concern. In another aspect, 55% strongly agreed, 34% agreed, 8% were neutral, 3% disagreed, and none strongly disagreed that health care projects are completed within the estimated budget. The mean was 4.403, and the standard deviation was 0.778. This indicates that budget adherence is generally well managed.

Regarding the benefits to individuals and communities from improved access to healthcare services, 44% strongly agreed, 46% agreed, 7% were neutral, 3%

disagreed, and none strongly disagreed. The mean was 4.307 and the standard deviation was 0.738. This suggests that the projects significantly improve access to healthcare services. The study findings are in line with those of Rohit (2019) who found that improved access to healthcare services, including preventive care, early diagnosis, and timely treatment, has led to a significant reduction in mortality rates. Diseases that were once life-threatening can now be effectively managed or prevented.

When asked about the scalability and replicability of health care projects, 37% strongly agreed, 44% agreed, 16% were neutral, 3% disagreed, and none strongly disagreed. The mean was 4.145 and the standard deviation was 0.807. This indicates that these projects have high scalability and replicability. Furthermore, 55% of the respondents strongly agreed, 34% agreed, 8% were neutral, 3% disagreed, and none strongly disagreed that implemented projects contribute to improved health outcomes. The mean was 4.403 with a standard deviation of 0.778. This implies that the projects positively impact health outcomes.

Regarding the generation of trust and confidence among beneficiaries and healthcare providers through high-quality project activities, 37% strongly agreed, 44% agreed, 16% were neutral, 3% disagreed, and none strongly disagreed. The mean was 4.145 and the standard deviation was 0.807. This suggests that delivering high-quality activities is crucial for building trust. Lastly, 55% strongly agreed, 33% agreed, 7% were neutral, 5% disagreed, and none strongly disagreed that stakeholder satisfaction fosters collaboration and cooperation among project partners. The mean was 4.387, and the standard deviation was 0.869. This implies that stakeholder satisfaction is essential for fostering collaboration and cooperation. According to Macus (2018) satisfied stakeholders are more inclined to develop positive relationships with project partners. These relationships are built on trust, mutual respect, and effective communication.

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4.5 Correlation Analysis

4.5.1 Procurement Planning on Implementation of Donor Funded Health Care Projects

The study sought to establish the correlation between procurement planning and implementation of donor funded health care projects in Nakuru County in Kenya. The findings of the study are as shown in Table 13.

Table 13: Procurement Planning on Implementation of Donor Funded Health Care Projects

		Implementation of Donor Funded Health Care Projects
Procurement Planning	Pearson Correlation	.443**
	Sig. (2-tailed)	.000
	N	110

**. Correlation is significant at the 0.05 level (2-tailed).

As indicated in Table 13, the study indicates that there was a moderate positive and statistically significant correlation between procurement planning and implementation of donor funded health care projects in Nakuru County in Kenya ($r = 0.443$; $p < 0.05$). This implies that better procurement planning enhances implementation of donor funded health care projects in Nakuru County in Kenya. The study findings are in line with those of Lethunya and Sebola (2019) who found that effective procurement planning positively affects the quality of goods and services procured, reduces procurement costs, and enhances the overall performance of the organization. The study findings disagree with those of Nakato (2019) who found a negative relationship between the quality of procurement planning and the successful implementation of donor-funded health projects.

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4.5.2 Supplier Selection on Implementation of Donor Funded Health Care Projects

The study sought to establish the correlation between supplier selections and implementation of donor funded health care projects in Nakuru County, Kenya. The findings of the study are as shown in Table 14.

Table 14: Supplier Selection and Implementation of Donor Funded Health Care Projects

		Implementation of Donor Funded Health
Supplier Selection	Pearson Correlation	.619**
	Sig. (2-tailed)	.023
	N	110

**. Correlation is significant at the 0.05 level (2-tailed).

As indicated in Table 14, the study indicates that there was a moderate positive and statistically significant correlation between supplier selection and implementation of donor funded health care projects in Nakuru County, Kenya ($r = 0.619$; $p < 0.05$). This implied that there was a linear relationship between supplier selection and implementation of donor funded health Care Projects.

4.5.3 Contract Monitoring on Implementation of Donor Funded Health Care Projects

The study further examined the correlation between contract monitoring and implementation of donor funded health care projects in Nakuru County in Kenya. The results of correlation analysis are outlined in Table 15.

Table 15: Contract Monitoring on Implementation of Donor Funded Health Care Projects

		Implementation of Donor Funded Health Care Projects
Contract Monitoring	Pearson Correlation	.441**
	Sig. (2-tailed)	.000
	N	110

**. Correlation is significant at the 0.05 level (2-tailed).

The study as shown in Table 15 established that there was a moderate positive correlation existed between contract monitoring and implementation of donor funded health care projects in Nakuru County in Kenya ($r = 0.441$; $p < 0.05$). The results of

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the correlation analysis indicated that contract monitoring on implementation of donor funded health care projects had a linear relationship and further analysis could be conducted.

4.5.4 Contract Review on Implementation of Donor Funded Health Care Project s

The study further examined the correlation between contract reviews and implementation of donor funded health care projects in Nakuru County in Kenya. The results of correlation analysis are outlined in Table 16.

Table 16: Contract Review on Implementation of Donor Funded Health Care Projects

		Implementation of Donor Funded Health Care Projects
Contract Review	Pearson Correlation	.597**
	Sig. (2-tailed)	.018
	N	110

**. Correlation is significant at the 0.05 level (2-tailed).

The study as shown in Table 16 established that a moderate positive correlation existed between contract review and implementation of donor funded health care projects in Nakuru County in Kenya ($r = 0.597$; $p < 0.05$). The results of the correlation analysis indicated that.

4.6 Diagnostic Test

For the sake of justifying the use of the regression model pre-estimation tests were carried out.

4.6.1 Normality Assumptions Test

The study conducted a normality test to determine whether the data is normally distributed. The result of the normality test is indicated in Table 17.

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Table 17: Normality Assumption Test Results

Variable	Kolmogorov- Smirnov	Sig
Procurement Planning	.172	.668
Supplier Selection	.148	.887
Contract Monitoring	.143	.797
Contract Review	.185	.957
Implementation Of Donor Funded Health Care Projects	.134	.866

Normality assumption test results in Table 17 established that the data was normally distributed since the significance values for Kolmogorov-Smirnov were greater than 0.05. This is in line with Freeman (2017) who contends that when the significant value is less than the 0.05 thresh hold data is normally distributed.

4.6.2 Multicollinearity Test

The study conducted a multicollinearity assumption test. The study result is presented in Table 18.

Table 18: Multicollinearity Assumption Test Results

Variables	Tolerance	VIF
Procurement planning	.456	2.193
Supplier selection	.876	1.142
Contract monitoring	.789	1.267
Contract review	.876	1.142
Implementation of donor funded health care projects	.459	2.178

From the finding the tolerance and variance inflation factor value for procurement planning (tolerance=0.456 and VIF=2.193), for Supplier selection (tolerance=0.876 and VIF=1.142), for contract monitoring (tolerance=0.789 and VIF=1.267) for contract review (tolerance=0.876 and VIF=1.142) and for implementation of donor funded health care projects (tolerance=0.459 and VIF=2.178). The study results imply that all tolerance values for the five variables under study were all above 0.10 and VIF values all less than 10 hence there was no presence of multicollinearity.

4.6.4 Homoscedasticity

Homoscedasticity is a statistical concept that refers to the assumption of constant variance in the errors (or residuals) of a regression.The study sought to determine

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homoscedasticityusing scatterplot diagram. The findings were as indicated in the Scatter plot figure 2

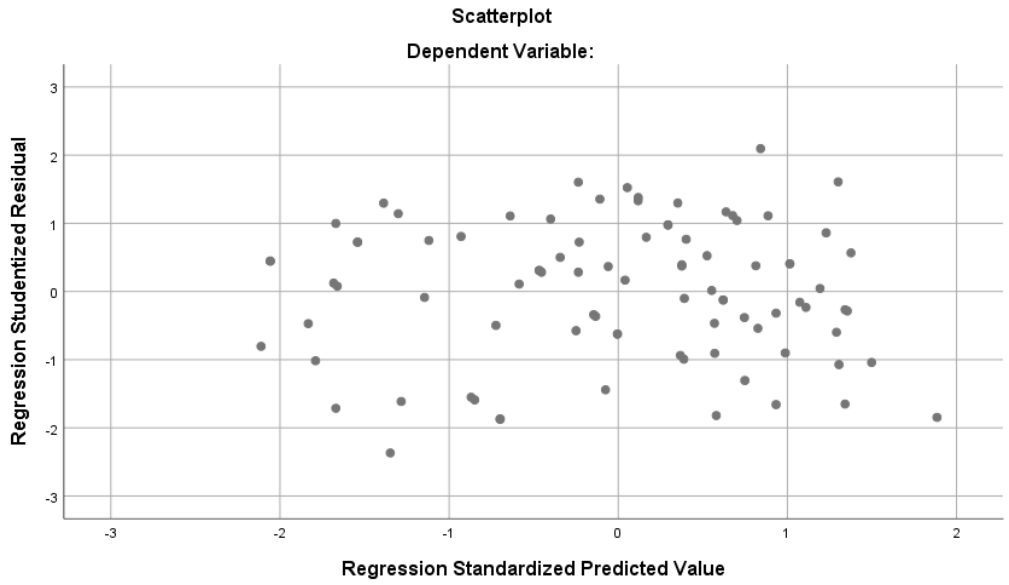


Figure 2: Homoscedasticity

From the findings the spots are diffused and do not form a clear specific pattern therefore the regression model does not have homoscedasticity problem.

4.7 Procurement Policies on Implementation of Donor Funded Health Care Projects

The study conducted a simple regression analysis to analyze the effects of procurement policies on implementation of donor funded health care projects in Nakuru County in Kenya.

4.7.1 Procurement planning on implementation of donor funded health care projects

The study conducted a simple regression analysis to analyze the effects of procurement planning on implementation of donor funded health care projects in Nakuru County in Kenya and the results were as discussed below

4.7.1.1 Model Summary for the effects of procurement planning on implementation of donor funded health care projects in Nakuru County

First, the study conducted a model summary to determine the proportion of variance in the dependent variable explained by the independent variables.

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Table 19: Model Summary for the influence of procurement planning on implementation of donor funded health care projects

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873[a]	.762	.761	.33854

a. Predictors: (Constant), Procurement Planning

From the findings the R-square = 0.762 which indicates that procurement planning predicts 76.2% of the variation in implementation of donor funded health care projects. Procurement planning involves identifying potential risks and vulnerabilities that may impact project implementation. This includes assessing risks related to supply chain disruptions, vendor performance, regulatory compliance, and project timelines. Procurement planners develop risk mitigation strategies to minimize the impact of potential risks on project outcomes, such as establishing alternative supply sources or contingency plans.

4.7.1.2 ANOVA Test for the Influence of Procurement Planning on Implementation of Donor Funded Health Care Projects

The study further conducted an analysis of variance to understand how well the model fits the data and whether the chosen predictors are significant in explaining the variation between variables.

Table 20: ANOVA Test for the Influence of Procurement Planning on Implementation of Donor Funded Health Care Projects

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	99.176	1	99.176	344.361	.000[b]
	Residual	31.060	108	.288		
	Total	130.236	109			

a. Dependent Variable: Implementation of Donor Funded Health Care Projects

b. Predictors: (Constant), Procurement Planning

The study conducted an Anova test to determine whether the model of is statistically fit to be adopted in the study. From the findings the F=344.361, p=.000 which implies that the model was fit in predicting the influence of procurement planning on implementation of donor funded health care projects

4.7.1.3 Coefficients for the Influence of Procurement Planning on Implementation of Donor Funded Health Care Projects

The study also conducted a coefficient analysis to determine the direction and magnitude of the relationship between the predictor and the dependent variable.

Table 21: Coefficients for the Influence of Procurement Planning on Implementation of Donor Funded Health Care Projects

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.196	.122		1.605	.110
	Procurement Planning	.914	.031	.873	29.416	.000

a. Dependent Variable: Implementation of Donor Funded Health Care Projects

The findings indicated that for each unit increase in procurement planning, there was up to 0.914 unit increase in implementation of donor funded health care projects in Nakuru County, Kenya. The influence of procurement planning was stated by the t-test value = 29.416 which indicated that the influence of procurement planning was over 29 times that of the error associated with it. Based on the above results the study derived the following simple linear regression model as shown below.

$Y = 0.196 + .914x_1 + \varepsilon$

The findings are consistent with the results of Ali and Ahmed (2017) who found that procurement planning involves identifying the resources needed for project implementation, including goods, services, and works. By estimating resource requirements and budgeting accordingly, procurement planning ensures that adequate resources are allocated to different project activities. This helps prevent resource shortages or overages during implementation, enabling smooth project execution.

4.7.2 Supplier Selection on Implementation of Donor Funded Health Care Projects

The study conducted a simple regression analysis to analyze the effect of supplier selection on implementation of donor funded health care projects.

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4.7.2.1 Model Summary for the Supplier Selection on Implementation of Donor Funded Health Care Projects

First the study conducted a model summary to determine the proportion of variance in the dependent variable explained by the independent variables.

Table 22: Model Summary for the effect of supplier selection on implementation of donor funded health care projects

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985[a]	.971	.971	.11778

a. Predictors: (Constant), Supplier Selection

From the findings the R-square = 0.971 indicates that supplier selection predicts 97% of the variation in the implementation of donor funded health care projects in Nakuru County, Kenya. Supplier selection involves evaluating suppliers' compliance with relevant laws, regulations, and ethical standards. Project implementers conduct due diligence to ensure that selected suppliers adhere to legal requirements, environmental regulations, labor standards, and ethical business practices. Supplier compliance contributes to project integrity, risk mitigation, and alignment with donor requirements and organizational values.

4.7.2.2 ANOVA Test for the effect of supplier selection on implementation of don or funded health care projects

The study further conducted an analysis of variance to understand how well the model fits the data and whether the chosen predictors are significant in explaining the variation between supplier selection and implementation of donor funded health care projects.

Table 23: ANOVA Test for the effect of supplier selection on implementation of donor funded health care projects

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	126.477	1	126.477	3634.397	.000[b]
	Residual	3.759	108	.0348		
	Total	130.236	109			

a. Dependent Variable: Implementation of donor funded health care projects

b. Predictors: (Constant), Supplier Selection

The study conducted an Anova test to determine whether the model of is statistically fit to be adopted in the study. From the findings the F=3634.397, p=.000 which implies that the model was fit in predicting the effect of supplier selection on implementation of donor funded health care projects.

4.7.2.3 Coefficients for the effect of supplier selection on implementation of donor funded health care projects.

The study also conducted a coefficient analysis to determine the direction and magnitude of the relationship between the predictor and the dependent variable

Table 24: Coefficients for the effect of supplier selection on implementation of donor funded health care projects.

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.528	.034		15.367	.000
	Supplier Selection	.865	.009	.985	95.489	.000

a. Dependent Variable: Implementation of donor funded health care projects

The findings indicated that for each unit increase in supplier selection, there was up to 0.865 unit increase in implementation of donor funded health care projects in Nakuru County, Kenya. The influence of supplier selection was stated by the t-test value = 95.489. Based on the above results the study derived the following simple linear regression model as shown below.

$$Y = 0.528 + .865x_1 + \varepsilon$$

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The findings concur with Ouma (2019) who argues that supplier selection involves building collaborative partnerships with suppliers based on mutual trust, communication, and shared goals. Establishing strong relationships with suppliers fosters collaboration, innovation, and problem-solving throughout the project lifecycle. By engaging suppliers as strategic partners, project implementers leverage their expertise, resources, and insights to optimize project outcomes and drive continuous improvement. By soliciting competitive bids or proposals from multiple suppliers, project implementers can compare pricing, negotiate favorable terms, and obtain the best value for money.

4.7.3 Effect of contract monitoring on implementation of donor funded health ca re projects

The study conducted a simple regression analysis to analyze the effect of contract monitoring on implementation of donor funded health care projects.

4.7.3.1 Model Summary for the effect of contract monitoring on implementation of donor funded health care projects

First the study conducted a model summary to determine the proportion of variance in the dependent variable explained by the independent variables.

Table 25: Model Summary for contract monitoring

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866[a]	.749	.748	.34702

a. Predictors: (Constant), Contract monitoring

From the findings in Table 25 the R-square = 0.749 indicates that contract monitoring predicts 75% of the variation in implementation of donor funded health care projects. Contract monitoring provides opportunities for learning, feedback, and continuous improvement throughout the project lifecycle. Project implementers analyze performance data, identify areas for improvement, and implement corrective actions to enhance project efficiency and effectiveness. By leveraging lessons learned from contract monitoring, project teams optimize procurement processes, refine contract terms, and drive continuous improvement in project implementation.

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4.7.3.2 Analysis of Variance (ANOVA) of the effect of contract monitoring on im plementation of donor funded health care projects

The study further conducted an analysis of variance to understand how well the model fits the data and whether the chosen predictors are significant in explaining the variation between contract monitoring and implementation of donor funded health care projects.

Table 26: Analysis of Variance (ANOVA) for contract monitoring

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	97.602	1	97.602	322.97	.000[b]
	Residual	32.635	108	.3022		
	Total	130.236	109			

a. Dependent Variable: Implementation of donor funded health care projects

b. Predictors: (Constant), Contract Monitoring

The study conducted an Anova test to determine whether the model was statistically fit to be adopted in the study. From the findings the F=322.97, p=.000 which implies that the model was fit in predicting the effects of contract monitoring on implementation of donor funded health care projects. Contract monitoring includes identifying, assessing, and mitigating risks associated with contracted suppliers and service providers. Project implementers proactively monitor performance indicators, identify potential risks or issues, and take corrective actions to mitigate their impact on project outcomes. By monitoring performance trends, identifying early warning signs, and implementing risk mitigation strategies, project implementers enhance project resilience and minimize disruptions.

4.7.3.3 Coefficients for the effects of contract monitoring on implementation of donor funded health care projects

The study also conducted a coefficient analysis to determine the direction and magnitude of the relationship between the predictor and the dependent variable.

Table 27: Coefficients for Contract Monitoring

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.644	.111		5.824	.000
	Contract Monitoring	.808	.028	.866	28.469	.000

a. Dependent Variable: Implementation of donor funded health care projects

This indicated that for each unit increase in contract monitoring, there was up to 0.808 unit increase in implementation of donor funded health care projects in Nakuru County in Kenya. The effect of contract monitoring was stated by the t-test value = 28.469 which indicated that the effect of contract monitoring was over 28 times that of the error associated with it. Based on the above results the study derived the following simple linear regression model as shown below.

$Y = 0.644 + .808x_1 + \varepsilon$

The findings agree with Githinji (2022) who argue that contract monitoring ensures that contracted suppliers adhere to the specifications, requirements, and standards outlined in procurement contracts. Project implementers verify that procured goods and services meet the technical specifications, performance criteria, and regulatory requirements specified in the contract. Monitoring compliance with contract specifications helps prevent deviations, defects, or non-conformities that could compromise project outcomes.

Contract monitoring involves engaging stakeholders, including suppliers, project staff, beneficiaries, and donor agencies, to ensure alignment with project goals and expectations. Regular communication, feedback mechanisms, and stakeholder consultations facilitate collaboration, transparency, and accountability in contract monitoring activities. Engaging stakeholders in contract monitoring promotes shared ownership, fosters trust, and enhances project coordination and communication.

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4.7.4 Contract review on implementation of donor funded health care projects

The study conducted a simple regression analysis to analyze the effect of contract review on implementation of donor funded health care projects.

4.7.4.1 Model Summary for the effect of contract review on implementation of do nor funded health care projects

First the study conducted a model summary to determine the proportion of variance in the dependent variable explained by the independent variables.

Table 28: Model Summary for Contract Review

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985[a]	.971	.971	.11778

a. Predictors: (Constant), Contract Review

From the findings, the R-square = 0.971 indicates that contract reviewpredicts 97.1% of the variation in implementation of donor funded health care projects in Nakuru County in Kenya. Contract review provides opportunities for learning, feedback, and continuous improvement throughout the project lifecycle. Project implementers analyze contract performance data, identify lessons learned, and implement corrective actions to enhance project efficiency and effectiveness. By leveraging insights from contract review, project teams optimize procurement processes, refine contract management practices, and drive continuous improvement in project implementation.

4.7.4.2 ANOVA Test for the effect of contract review on implementation of donor funded health care projects

The study further conducted an analysis of variance to understand how well the model fits the data and whether the chosen predictors are significant in explaining the variation

Table 29: ANOVA for the effect of contract review on implementation of donor funded health care projects

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	126.477	1	126.477	3634.396	.000[b]
	Residual	3.759	108	.0348		
	Total	130.236	109			

a. Dependent Variable: Implementation of donor funded health care projects

b. Predictors: (Constant), Contract Review

The study conducted an Anova test to determine whether the model of is statistically fit to be adopted in the study. From the findings the F=3634.396, p=.000 which implies that the model was fit in predicting the contract review and implementation of donor funded health care projects in Nakuru County in Kenya.

4.7.4.3 Coefficients for the effect of contract review on implementation of donor f unded health care projects in Nakuru County in Kenya

The study also conducted a coefficient analysis to determine the direction and magnitude of the relationship between the predictor and the dependent variable.

Table 30: Coefficients for Contract Review

.Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.528	.034		15.367	.000
	Contract Review	.865	.009	.985	95.489	.000

a. Dependent Variable: Implementation of donor funded health care projects

The findings indicated that for each unit increase in contract review, there was up to 0.865 unit increase in implementation of donor funded health care projects in Nakuru County in Kenya. The influence of contract review was stated by the t-test value = 95.489. Based on the above results the study derived the following simple linear regression model as shown below.

$$Y = 0.528 + .865x_1 + \varepsilon$$

The findings agree with Kamau (2022) who argue that contract review involves identifying, assessing, and mitigating risks associated with procurement contracts.

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Project implementers identify potential risks or issues, such as supplier performance issues, delivery delays, or contractual disputes, and take corrective actions to mitigate their impact on project outcomes. Risk identification and mitigation through contract review enhance project resilience and minimize disruptions. Contract review entails monitoring and managing financial aspects of procurement contracts, including budgetary compliance, cost control, and expenditure tracking. Project implementers assess contract expenditures against budget allocations, verify the accuracy of supplier invoices, and ensure compliance with financial reporting requirements. Financial management through contract review prevents cost overruns, budgetary discrepancies, and financial irregularities that could impact project implementation.

4.8 Overall Model Summary

The study carried out a regression analysis to evaluate the combined effect of procurement planning, supplier selection, contract monitoring and contract review on implementation of donor funded health care projects in Nakuru County in Kenya.

Table 31: Overall Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.878[a]	.770	.749	.3873	.000

The R-Squared is the proportion of variance in the dependent variable which can be explained by the independent variables. The R-squared in this study was 0.770, which shows that the four independent variables (Procurement planning, supplier selection, contract monitoring and contract review) explained 77.0% of on implementation of donor funded health care projects in Nakuru County in Kenya, while other factors explain 23.0%.

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Table 32: Overall Anova

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.563	4	7.141	87.835	.000[b]
	Residual	8.532	105	.0813		
	Total	37.095	109			

a. Dependent Variable: Implementation of Donor Funded Health Care Projects in Nakuru County in Kenya.

b. Predictors: (Constant), Procurement planning, supplier selection, contract monitoring and contract review.

The analysis of variance in this study was used to determine whether the model is a good fit for the data. From the findings, the p-value was 0.000 which is less than 0.05 and hence the model was fit in predicting how the four independent variables (Procurement planning, supplier selection, contract monitoring and contract review) impactedcontract review on implementation of donor funded health care projects in Nakuru County, Kenya. Further, the F-value was (87.835) which shows that the model was fit in predicting the influence of the independent variables on the dependent variable

Table 33: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.038	.145		.260	.796
	Procurement Planning	.596	.107	.548	5.578	.013
	Supplier Selection	.233	.081	.245	2.877	.006
	Contract Monitoring	.245	.104	.179	2.356	.022
	Contract Review	.323	.106	.360	3.052	.003

Table 4.32 shows the overall significant test results for the hypothesized research model. The interpretations of the findings indicated follow the following regression model.

$$\mathbf{Y= \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4}$$

Therefore,

$$\mathbf{Y= 0.038 + 0.596 X_1 + 0.233\ X_2 + 0.245 X_3 + 0.323\ X_3}$$

According to the intercept (β_0), before the four variables were added there were factors that contributed to 0.038 units per every unit of performance during

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implementation. In addition, holding all the other independent variables constant, a unit increase in procurement planning would lead to a 0.596improvement in implementation of donor funded health care projects in Nakuru County in Kenya. The study findings disagree with those of Mwangi (2018) which revealed a significant negative relationship between the level of procurement planning and the success of donor-funded projects.

Further, holding on the other independent variables constant, a unit increase in supplier selection would lead to 0.233 units per every unit ofimprovement performance in implementation of donor funded health care projects in Nakuru County, Kenya. The findings are in line with those of Adeyeye et al. (2020) which found that supplier selection significantly impacts the organizational performance of manufacturing firms in Nigeria. Onyango and Ogutu(2020) who found that supplier selection criteria significantly impact the performance of food and beverage firms in Kenya.

In addition, holding all the other variables constant, a unit increase in contract monitoring would lead to 0.245 units of every one unit of improvement in implementation of donor funded health care projects in Nakuru County in Kenya. The findings are in line with those of Kobbina et al. (2018) who found that contract monitoring significantly affects construction project performance in Ghana. However, the findings disagree with those of Abubakar (2018) who found a negative relationship between contract monitoring challenges and the successful implementation of donor-funded projects.

Finally holding all the other variables constant, a unit increase in contract review would lead to 0.323 units of improvement per every unit of implementation of donor funded health care projects in Nakuru County, Kenya. From these findings, the inference isthat procurement planning is affecting implementation of donor funded health care projects most, followed by contract review, contract monitoring and supplier selection. The findings are in line with those of Ali and Ahmed (2017) which found that contract review based on completeness, accuracy, and consistency significantly affects project performance.

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CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a detailed summary of the findings of the study; it then draws conclusions and discusses implications emanating from these findings. Finally, it makes some recommendations and suggestions on areas of further study. The main aim of this study was to assess the effect of public procurementpolicies on implementation of donor funded health care projects in Kenya: a case of Nakuru County.

5.2 Summary of Key Findings

The summary was categorized in terms of specific objectives.

5.2.1 Procurement Planning on Implementation of Donor Funded Health Projects

The study findings revealed that budget allocation helps in setting financial boundaries and prevents overspending. The study also revealed that budget allocation process promotes transparency by clearly outlining how funds will be allocated and utilized.

Effective budget allocation ensures that funds are distributed appropriately to various procurement activities. Market research enables the identification of potential suppliers who can meet the project's requirements. Market research allows for comparing prices, quality, and value offered by different suppliers.

From the analysis the study revealed that market research provides insights into supplier reputation, track record, and financial stability. The study further revealed that competitive bidding methods such as open tendering or request for projects encourage competition among suppliers, resulting in competitive pricing and better quality. Moreover, the study revealed that choosing appropriate procurement methods streamlines the procurement process, ensuring timely acquisition of good. The study also revealed that proper procurement methods ensure compliance with legal and regulatory requirements.

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5.2.2 Supplier Selection on Implementation of Donor Funded Health Care Projects

From the analysis, the study revealed that suppliers are selected based on their quality standards, certifications and past performance. The study further revealed that suppliers are selected based on their technical capacities which enhances implementation of donor funded health care projects. The study further revealed that suppliers selected adhere to relevant laws and ethical practices in procurement. Moreover, the study revealed that donor funded project select suppliers with a proven record of reliability and timely delivery.

From the findings, the study revealed that evaluating supplier capabilities helps in identifying suppliers who have the capacity to meet project timelines. The study also revealed that assessing supplier capabilities allows for identifying suppliers who have the potential to become long-term partners for the project. The study further revealed that monitoring suppliers enables the assessment of their ongoing performance against agreed-upon metrics quality standards, and delivery timelines. The study also revealed that regular supplier monitoring helps in identifying and mitigating potential risks associated with supplier performance.

5.2.3 Contract Monitoring on Implementation of Donor Funded Health Care Projects

From the findings, the study revealed that project has a well-designed monitoring plan which allows for identification of potential risks and take prompt measures. The study also revealed that monitoring Plan and Schedules helps the project stakeholders to make timely decisions during project implementation. The study further revealed that monitoring schedules enable project managers to track deliverables, milestones and key performance indicators.

The findings of the study showed that regular monitoring allows for the continuous assessment of supplier performance against contract terms and project requirements. The study also indicated that regular monitoring helps in detecting any issues or deviations from contract terms at an early stage. Moreover, the study revealed that regular monitoring provides opportunities for engagement and communication between the project relevant stakeholders and suppliers. It was also found that

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monitoring compliance with contract terms promotes accountability and transparency in the procurement process.

5.2.4 Contract Review on Implementation of Donor Funded Health Care Project s

The findings of the study showed that project conducts regular contract review which enhances implementation of the health care projects. The study further revealed that regular contract review helps to identify and mitigate potential risks associated with contractual issues. It was also found that regular review enables project managers to assess the contract's suitability and relevance as the project progresses. The study further showed that the project managers promptly address and resolves contract issues which enhance project implementation.

From the findings, the study revealed that resolving contract issues promptly helps to avoid additional costs associated with delays and legal disputes. The study also revealed that proper documentation facilitates knowledge transfer within the project team and enables capturing valuable lessons learned. Moreover, the study revealed that resolving contract issues in a timely manner prevents delays or disruptions in the project's progress. It was also established that proper documentation facilitates knowledge transfer within the project team and enables capturing valuable lessons learned.

5.3 Conclusions

Based on the findings, the following conclusions were made:

5.3.1 Procurement Planning on Implementation of Donor Funded Health Project s

From the findings the study concluded that market research provides insights into supplier reputation, track record, and financial stability. The study also concluded that competitive bidding methods such as open tendering or request for projects encourage competition among suppliers, resulting in competitive pricing and better quality. Choosing appropriate procurement methods streamlines the procurement process, ensuring timely acquisition of good.

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The study further concluded that proper procurement methods ensure compliance with legal and regulatory requirements. It was also concluded that there was a moderate positive and statistically significant correlation between procurement planning on implementation of donor funded health care projects in Nakuru County in Kenya ($r = 0.443$; $p < 0.05$). The study findings are in line with those of Lethunya and Sebola, (2019) who found that effective procurement planning positively affects the quality of goods and services procured, reduces procurement costs, and enhances the overall performance of the organization. The study findings disagree with those of Nakato (2019) who found a negative relationship between the quality of procurement planning and the successful implementation of donor-funded health projects.

5.3.2 Supplier Selection on Implementation of Donor Funded Health Care Projec ts

The study concluded that assessing supplier capabilities allows for identifying suppliers who have the potential to become long-term partners for the project. The study also showed that monitoring suppliers enables the assessment of their ongoing performance against agreed-upon metrics quality standards, and delivery timelines. Moreover, the study also concluded that regular supplier monitoring helps in identifying and mitigating potential risks associated with supplier performance.

The findings of the study indicated that there was a moderate positive and statistically significant correlation between supplier selection on implementation of donor funded health care projects in Nakuru County in Kenya ($r = 0.619$; $p < 0.05$). The study findings are in line with those Anokye, and Danso (2017) which found that supplier selection significantly impacts the performance of SMEs in Ghana. Specifically, the study found that supplier selection based on quality, delivery, and cost significantly affects the performance of SMEs. The study findings disagree with those of Ibrahim (2018) who found that a negative relationship between supplier selection challenges and the successful implementation of donor-funded projects.

5.3.3 Contract Monitoring on Implementation of Donor Funded Health Care Pro jects

The study concluded that regular monitoring helps in detecting any issues or deviations from contract terms at an early stage. The study also concluded that regular

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monitoring provides opportunities for engagement and communication between the project relevant stakeholders and suppliers. The study also revealed that monitoring compliance with contract terms promotes accountability and transparency in the procurement process.

The study also indicated that there was a moderate positive correlation existed between contract monitoring and implementation of donor funded health care projects in Nakuru County in Kenya ($r = 0.441$; $p < 0.05$). The findings is in agreement with those of Ombiro and Ondiek (2019) which found that contract monitoring significantly affects procurement performance in public entities in Kenya. However, the study disagrees with of the findings of Kwame (2017) who found a negative relationship between the quality of contract monitoring and the successful implementation of donor-funded projects.

5.3.4 Contract Review on Implementation of Donor Funded Health Care Project s

The study also revealed that proper documentation facilitates knowledge transfer within the project team and enables capturing valuable lessons learned. The study also revealed that resolving contract issues in a timely manner prevents delays or disruptions in the project's progress. Proper documentation facilitates knowledge transfer within the project team and enables capturing valuable lessons learned.

The study concluded that a moderate positive correlation existed between contract review on implementation of donor funded health care projects in Nakuru County in Kenya ($r = 0.597$; $p < 0.05$). The findings are in agreement with those of Ouma (2018) who found that contract review significantly enhances the performance of construction projects in Kenya. However, the study disagrees with the findings of Kiprotich (2018) who found a negative relationship between ineffective contract review practices and the successful implementation of donor-funded projects. Poor review processes resulted in unclear project scopes, inadequate risk assessment, and contractual disputes with suppliers.

5.3.5 Implementation of Donor Funded Health Care Projects

The study concluded that the health care projects are completed within the estimated timelines. The study also concluded that the health care projects are completed within

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the estimated budget. It was found that that more individuals and communities have benefited from improved access to healthcare services. The study also revealed that the health care projects have higher scalability and replicability. Furthermore, it was noted that the implemented projects contribute to improved health outcomes. Moreover, the study concluded that delivering high-quality project activities generates trust and confidence among the beneficiaries' healthcare providers. The study also revealed that stakeholder satisfaction fosters collaboration and cooperation among project partners.

5.4 Recommendations

In the light of the foregoing conclusions, the study recommends that;

Regarding procurement planning on implementation of donor funded health projects,the study recommended that managers should conduct a comprehensive assessment of the health project's requirements. They should also understand the specific needs, scope, and objectives before moving into procurement planning. The study also recommended that managers of donor funded projects should identify potential risks associated with procurement, such as supply chain disruptions or quality issues and develop contingency plans to mitigate these risks.

Regarding supplier selection on implementation of donor funded health care projects, the study recommended that managers of donor funded projects should establish clear and well-defined criteria for supplier selection, including experience, quality standards, capacity, and financial stability. The study also recommended that managers of Donor funded projects should conduct thorough background checks on potential suppliers to ensure their credibility, reputation, and adherence to ethical practices.

The study recommended that project managers of donor funded projects should define key performance indicators (KPIs) for contract performance. These could include quality standards, delivery timelines, compliance, and customer satisfaction. The study also recommended that managers should set up a structured reporting mechanism that allows suppliers to provide regular updates on their progress, challenges, and any deviations from the contract terms. Moreover, managers should

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conduct periodic site visits and audits to assess the supplier's activities on the ground. This provides firsthand insights into their operations and compliance.

5.5 Suggestions for Further Studies

The study suggested that a study should explore the specific public procurement policies in place in Nakuru County and Kenya at large. The suggested study should analyze their components, objectives, and how they relate to healthcare project implementation.

The study also suggested that another study should focus on the impact assessment to determine how public procurement policies have influenced the efficiency, effectiveness, and overall success of donor-funded healthcare projects in Nakuru County.

The study also suggested that another study should focus on the on the relationship between procurement policies and the quality of healthcare project outcomes. Investigate whether adherence to procurement policies leads to improved healthcare service delivery and infrastructure quality.

5.6 Limitations of the Study

Researcher encountered some limitations including, reluctant of the public health facilities to authorize data collection in their facility. Moreover, some respondents were also reluctant to give information required for the study due to fear that the information might be used against them by their superior and hence cost them their jobs. Some of the non-governmental organization representatives were conservative in sharing business information which may leak their trade secrets to their competitors, therefore.

5.7 Delimitation of the Study

To counter the limitations, the study sought for authorization to collect data from St. Paul's University - Institutional Scientific Ethics Review Committee (SPU-ISERC) and a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) authorizing the field study as that of academic in nature. The researcher also persuaded and convinced them that information obtained from them was vital in compiling the research and also

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accomplishing academic goals. Finally, the researcher had to explain to them that information provided was kept confidential was used only for research purposes.

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APPENDICES

APPENDIX I: RESEARCH QUESTIONNAIRE

Dear respondent,

I am an MBA student at St. Paul's University. I am required to submit a research project as a requirement for partial fulfillment of a degree of master ofbusiness administration in the faculty of business studies. My research work is on "**PublicProcurement Policies and Implementation of Donor Funded Health Care Projects in Kenya: A Case of Nakuru County"** I kindly request for your assistance in filling in the questionnaires provided. I also wish to assure you that the information given will be treated with utmost confidentiality and will be used for the sole purpose of this study.

Section A. RESPONDENTS DETAILS

1. What is your gender?

Male [ ]

Female [ ]

3. Highest education qualification attained

Professional Certificate [ ]

College [ ]

Undergraduate Degree [ ]

Master's Degree [ ]

Postgraduate Degree [ ]

4. How long have you been working in the Health Care Sector?

Below 1 Year [ ]

2-5 Years [ ]

5-10 Years [ ]

Above 10 Years [ ]

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Section B: Procurement Planning on Implementation of Donor Funded Health Care Projects

In a scale of 1-5, where; 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree indicate your level of agreement on the effects of procurement planning on implementation of donor funded health care projects in Nakuru County in Kenya.

Procurement Planning	1	2	3	4	5
Budget allocation helps in setting financial boundaries and prevents overspending.					
Budget allocation process promotes transparency by clearly outlining how funds will be allocated and utilized.					
Effective budget allocation ensures that funds are distributed appropriately to various procurement activities					
Market research enables the identification of potential suppliers who can meet the project's requirements					
Market research allows for comparing prices, quality, and value offered by different suppliers.					
Market research provides insights into supplier reputation, track record, and financial stability					
Competitive bidding methods such as open tendering or request for projects encourage competition among suppliers, resulting in competitive pricing and better quality.					
Choosing appropriate procurement methods streamlines the procurement process, ensuring timely acquisition of good					
Proper procurement methods ensure compliance with legal and regulatory requirements					

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Section C: Supplier Selection and Implementation of Donor Funded Health Care Projects

In a scale of 1-5, where; 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree, indicate your level of agreement on the effects supplier selection and implementation of donor funded health care projects in Nakuru County in Kenya.

Supplier Selection	1	2	3	4	5
Suppliers are selected based on their quality standards, certifications and past performance					
Suppliers are selected based on their technical capacities which enhances implementation of donor funded health care projects					
Suppliers selected adhere to relevant laws and ethical practices in procurement.					
Donor funded project select suppliers with a proven record of reliability and timely delivery.					
Evaluating supplier capabilities helps in identifying suppliers who have the capacity to meet project timelines					
Assessing supplier capabilities allows for identifying suppliers who have the potential to become long-term partners for the project.					
Monitoring suppliers enables the assessment of their ongoing performance against agreed-upon metrics quality standards, and delivery timelines					
Regular supplier monitoring helps in identifying and mitigating potential risks associated with supplier performance.					

Section D: Contract Monitoring and Implementation of Donor Funded Health Care Projects

In a scale of 1-5, where; 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5= Strongly Agree indicate your level of agreement on the effects of contract monitoring and implementation of donor funded health care projects in Nakuru County in Kenya.

Contract Monitoring	1	2	3	4	5
The project has a well-designed monitoring plan which allows for identification of potential risks and take prompt measures					
Monitoring Plan and Schedules helps the project stakeholders to make timely decisions during project implementation.					
Monitoring schedules enable project managers to track deliverables, milestones and key performance indicators.					
Regular monitoring allows for the continuous assessment of supplier performance against contract terms and project requirements.					
Regular monitoring helps in detecting any issues or deviations from contract terms at an early stage					
Regular monitoring provides opportunities for engagement and communication between the project relevant stakeholders and suppliers					
Monitoring compliance with contract terms promotes accountability and transparency in the procurement process					

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Section E: Contract Review and Implementation of Donor Funded Health Care Projects

In a scale of 1-5, where; 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree indicate your level of agreement on the effect of contract review and implementation of donor funded health care projects in Nakuru County in Kenya.

Contract Review	1	2	3	4	5
The project conducts regular contract review which enhances implementation of the health care projects					
Regular contract review helps to identify and mitigate potential risks associated with contractual issues					
Regular review enables project managers to assess the contract's suitability and relevance as the project progresses					
The project managers promptly address and resolves contract issues which enhances project implementation.					
Resolving contract issues promptly helps to avoid additional costs associated with delays and legal disputes					
Proper documentation facilitates knowledge transfer within the project team and enables capturing valuable lessons learned					
Resolving contract issues in a timely manner prevents delays or disruptions in the project's progress					
Proper documentation facilitates knowledge transfer within the project team and enables capturing valuable lessons learned					

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Section F: Implementation of Donor Funded Health Care Projects

In a scale of 1-5, where; 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly indicate your level of agreement on the implementation of donor funded health care projects in Nakuru County in Kenya.

Implementation	1	2	3	4	5
The health care projects are completed within the estimated timelines					
The health care projects are completed within the estimated budget.					
More individuals and communities have benefited from improved access to healthcare services.					
The health care projects have higher scalability and replicability					
The implemented projects contribute to improved health outcomes					
Delivering high-quality project activities generates trust and confidence among the beneficiaries healthcare providers,					
Stakeholder satisfaction fosters collaboration and cooperation among project partners					
Satisfied stakeholders continue to support the project beyond its implementation period.					

Thank You

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APPENDIX II: RECOMMENDATION LETTER

ST. PAUL'S UNIVERSITY

Private Bag 00217 LIMURU, KENYA
Email: office@spu.ac.ke
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BOARD OF POSTGRADUATE STUDIES

8th September, 2023

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.

Dear Sir/Madam,

RE: RECOMMENDATION FOR JELAGAT ROP – MBADIST364921 TO CONDUCT RESEARCH

This letter confirms the above-named person is a student in the Master of Business Administration (MBA) Program at St. Paul's University.

The second year consists of a major research work leading to a Thesis. The student's selected topic is:

"Public procurement policies and implementation of donor funded health care projects in Kenya: A case of Nakuru County."

Kindly grant this student the required permit.

Yours Faithfully,

DIRECTOR POSTGRADUATE STUDIES ST. PAUL'S UNIVERSITY 08 SEP 2023 P.O. BOX 00217, LIMURU TEL: 020-2020505/2020510

Dr. John Mutiiso
Director Board of Postgraduate Studies

APPENDIX III: NACOSTI PERMIT



REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **666078**

Date of Issue: **23/November/2023**

RESEARCH LICENSE

This is to Certify that Ms.. JELAGAT ROP of Saint Paul University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: PUBLIC PROCUREMENT POLICIES AND IMPLEMENTATION OF DONOR FUNDED HEALTHCARE PROJECTS IN KENYA (Case of Nakuru County) for the period ending : 23/November/2024.

License No: **NACOSTI/P/23/31769**

666078

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

APPENDIX IV: APPROVAL LATTER

ST. PAUL'S UNIVERSITY

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Tel Office: +254 (0) 20-2020505/10
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(0) 736-424440

REF: SPU/86/2023 **Date: 7th September 2023**

TO: Jelagat Rop
St. Paul's University

Dear Jelagat,

REF: Public Procurement Policies and Implementation of Donor Funded Health Care Projects in Kenya: A Case of Nakuru County

Greetings,

This is to inform you that SPU- Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal. **Your ERB approval number is 95, for the period between 7th September 2023 – 7th September 2024.**

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SPU- Institutional Scientific Ethics Review Committee.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SPU- Institutional Scientific Ethics Review Committee within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect

the integrity of the research must be reported to *SPU- Institutional Scientific Ethics Review Committee* within 72 hours

v. Clearance for export of biological specimens must be obtained from relevant institutions.

vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.

vii. Submission of an executive summary report within 90 days upon completion of the study to SPU- Institutional Scientific Ethics Review Committee.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

Yours sincerely,

Dr. Daniel Nzengya, PhD
Chairperson
SPU- Institutional Scientific & Ethics Review Committee

