

**THE IMPACTS OF TENDERING PROCESS ON SERVICE DELIVERY IN POWER
SUPPLY AT KPLC. A CASE STUDY OF GARISSA COUNTY, KENYA**

BY

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**A RESEARCH PROPOSAL SUBMITTED TO THE SCHOOL OF BUSINESS IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE
DEGREE OF BACHELOR OF COMMERCE OF GREYSA UNIVERSITY.**

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DECLARATION

DECLARATION

I declare that this entrepreneurship project is my original work and has not been presented for an academic award in any other university or institution of higher learning.

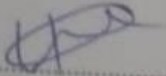
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This research project has been submitted for examination with my approval as the University Supervisor.

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SCHOOL OF BUSINESS

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ABBREVIATION AND ACRONYMS.

NCT - National Competitive Tendering

KPLC – Kenya Power and Lighting Company

MEAT- Most Economically Advantageous Tender

ERS - Economic Recovery Strategy

ABSTRACT

Public tendering measure involves all stages utilized in procurement of works, property and administrations that include the utilization of money having a place with people in general to achieve certain public objective. The interaction begins with need and finishes up with the consummation of agreement. The study seeks to investigate the impacts of tendering process on services delivery in power supply at KPLC. The study will be useful to both the county and the national governments in identifying key success areas in the tendering process as well as main problems associated with the process. The findings in this study will help the policy makers to identify the gaps in the current tendering system and come up with extra policies that will ensure efficient service delivery. The study will also be useful to scholars evaluating the impacts of tendering process on services delivery in the public sector particularly in power supply. The data will be analysed quantitatively to obtain descriptive statistics while correlation and regression analysis are also to be used to obtain inferential statistics. Further, Analysis of Variance (ANOVA) will be used in testing the meaning of the general model. The choice principle for F-measurement is to acknowledge the model if p-esteem is more modest or equivalent to the basic worth of 0.05 degree of importance or to dismiss the model if p-esteem is more prominent than the basic worth of 0.05 degree of importance (Garson, 2012). The total population for this study will be 860 esteemed customers of KPLC, Kenya.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

The degree that acquirement of goods and services is good for a public association, and the public everywhere relies upon how compelling and effective the tendering interaction is (Snider and Rendon, 2012). Public tendering measure involves all stages utilized in procurement of works, property and administrations that include the utilization of money having a place with people in general to achieve certain public objective. The interaction begins with need and finishes up with the consummation of agreement. The assessment of necessities is completed, items, extent of works, or administrations recognized, conveyance means and technique for going into an agreement decided, the purchasing element and provider enter into an agreement course of action and administrations, merchandise or works are performed (Bolton, 2008).

Tendering measure is the successive stages in the pattern of procurement, which incorporate the acquisition plan, methodology decision, requesting of givers, analysing and assessing offers, granting of agreement just as agreement the executives. As such, the tendering cycle starts from need identification, through provider's choice, to granting of agreement (Lindsley and Stephenson, 2008). Public tendering measure follows a specified lawful structure during execution while progressing objectives of the public authority (Gordon, 2009).

The public substances doing the delicate may have important points like proficiency, cost and on time conveyance of merchandise or administrations. In the equivalent token, the public associations need to take care of the targets and objectives of general society by and large who may end up having clashing requests (Knight, Harland and Telgen, 2012). This muddles the tendering interaction and all the more so the tendering substances who need to achieve the anticipated goals. Over the long haul, many tendering substances endure gigantic misfortunes on the grounds that of helpless administration of the tendering measures. The tendering cycle is fundamentally included the delicate arrangement, tendering itself just as agreement the executives (Shirima, 2009).

The processes of tendering particularly delicate arranging impacts on term it takes for the execution of works, products or administrations to be conveyed, the quality and furthermore cost of the works, administrations or merchandise gained, (Basheka, 2008). The administration of agreement stage helps government substances in getting the right nature of products or administrations, inside a particular time and financial plan.

It is imperative to observe the tendering measures, among them arranging, provider determination, tendering technique, just as agreement the executives, and it requires an all-encompassing methodology. These processes have a focal job in the tendering interaction especially in dealing with the agreement easily and extreme conveyance of anticipated yields. Thusly, to have an intensive tendering framework, effective tendering measures are of outrageous significance to the tendering association (Mahmood, 2010).

As indicated by Liu, Wang and Wilkinson (2016), proficient and viable tendering measures brings about certain social effects like upgraded assumption for acknowledging other government destinations, more admittance to government decreases by residents, better standing for government organizations, and quality social administrations including steady and solid power, better streets, clean water, air terminals, schools, emergency clinics (Raymond, 2008). Helpless public tendering measures makes an interpretation of to greater expense to the public authority and the residents, delays in execution of activities or expectations which winds up in acceleration of cost, shoddy task and deferring the conveyance of advantages to the recipients.

They further outcome in helpless capability of occupation contracts, conveying of low-quality products, postponing of advantages to the recipients and sustains components of debasement in the tendering cycle (Tweneboah and Ndebugri, 2017). Administration conveyance is a capacity that is basic in the connection among residents and legislature of the day (Wagana, Iravo, Nzulwa and Kihoro, 2016). According to European directives, when tenders are awarded through the “Most Economically Advantageous Tender” (MEAT) criterion, the awarding committee has to decide the tender evaluation criteria of the presented bids in advance.

Government execution is estimated through help conveyance to its kin (Shimengah, 2018). Abe and Oluwaleye (2014) battles that individual hopes to more readily support conveyance from the public authority. They advertised that improved medical care at reasonable rates, low expansion, arrangement of good metropolitan streets and great street organizations to the rustic regions for the vehicle of rural items and crude materials, better instruction, arrangement of clean water, are the lists that can be utilized to gauge administration conveyance to individuals.

Researchers all throughout the planet battle that assistance conveyance is a marker of the wellbeing of a general public, which fortifies the social contact between the state and its

residents. Public assistance conveyance is additionally a vital determinant of personal satisfaction and a significant component of neediness decrease methodology (Akinboade, Mokwena, and Kinfack, 2013). In the latest, a few public help changes have been begun that expect to put fulfillment of a resident at the focal point of administration conveyance and strategy making (Korir, Rotich and Bengat, 2015).

Endeavours under the Economic Recovery Strategy (ERS) to improve administration conveyance in general society area through making a strong connection between planning, arranging and execution; while improving key administration just as execution the executives have been named as a couple of other late drives to improve public assistance conveyance (Muriu, 2017). The Kenyan government has continually strengthened endeavours to achieve change in disposition in the general population administration, direction in help conveyance, execution the executives, abilities stock evaluations, administration conveyance computerization, and furthermore through preparing and improvement (Okech, 2017).

1.2 Statement of Research Problem

According to (Kemoni & Ngulube, 2008). The service delivery in both the county and the national level has continued to draw attention from the internal and external environment. Shortcoming in conveying public administrations can be put down to administration disappointment in non-industrial nations, however it very well may be similarly the situation with regards to created nations. It involves how, in a given financial setting, a specific nation decides to have its public administrations planned, created and conveyed. Different variables influencing administration conveyance incorporate factors like labor force compensation, special strategies, preparing, and authoritative culture among different elements (Singh and Smith, 2010). Nonetheless, note that assistance conveyance out in the open premises is profoundly reliant upon proficient and compelling offering processes. Regardless of the presence of obtainment offices and offering boards in open establishments, administration conveyed is as yet not the norms it should be.

Kulshrestha (2013) saw that there is nonattendance of straightforwardness, capability, and untrustworthy conveyance of administrations that can be ascribed to coming from poor offering processes. Effective offering approaches and practices can lessen public consumption; yield ideal results, animate private area improvement; just as diminish delays, waste, defilement and failures in government (Djurovic-Todorovic and Djordjevic, 2009).

Alternately, utilizing public assets wastefully exudes from issues across the entire course of offering, from needs distinguishing proof, offering records creation, to a delicate cycle that needs rivalry and straightforwardness particularly during offering, assessment of offers, contract granting, just as helpless agreement management. In spite of the endeavors made to smoothing out the public offering processes in Kenya, offering processes are as yet wasteful and as a rule need legitimate responsibility. Shirima (2009) is of the evaluation that, offering measures are key among the hinder satisfaction of huge worth for cash in open area acquisition.

Regardless of such countless examinations being finished by specialists no single exploration has been done to completely react and give input on the effects of offering process on administrations conveyance in power supply at KPLC.

1.3 Purpose of the Study

The study seeks to investigate the impacts of tendering process on services delivery in power supply at KPLC.

1.4 Conceptual Framework

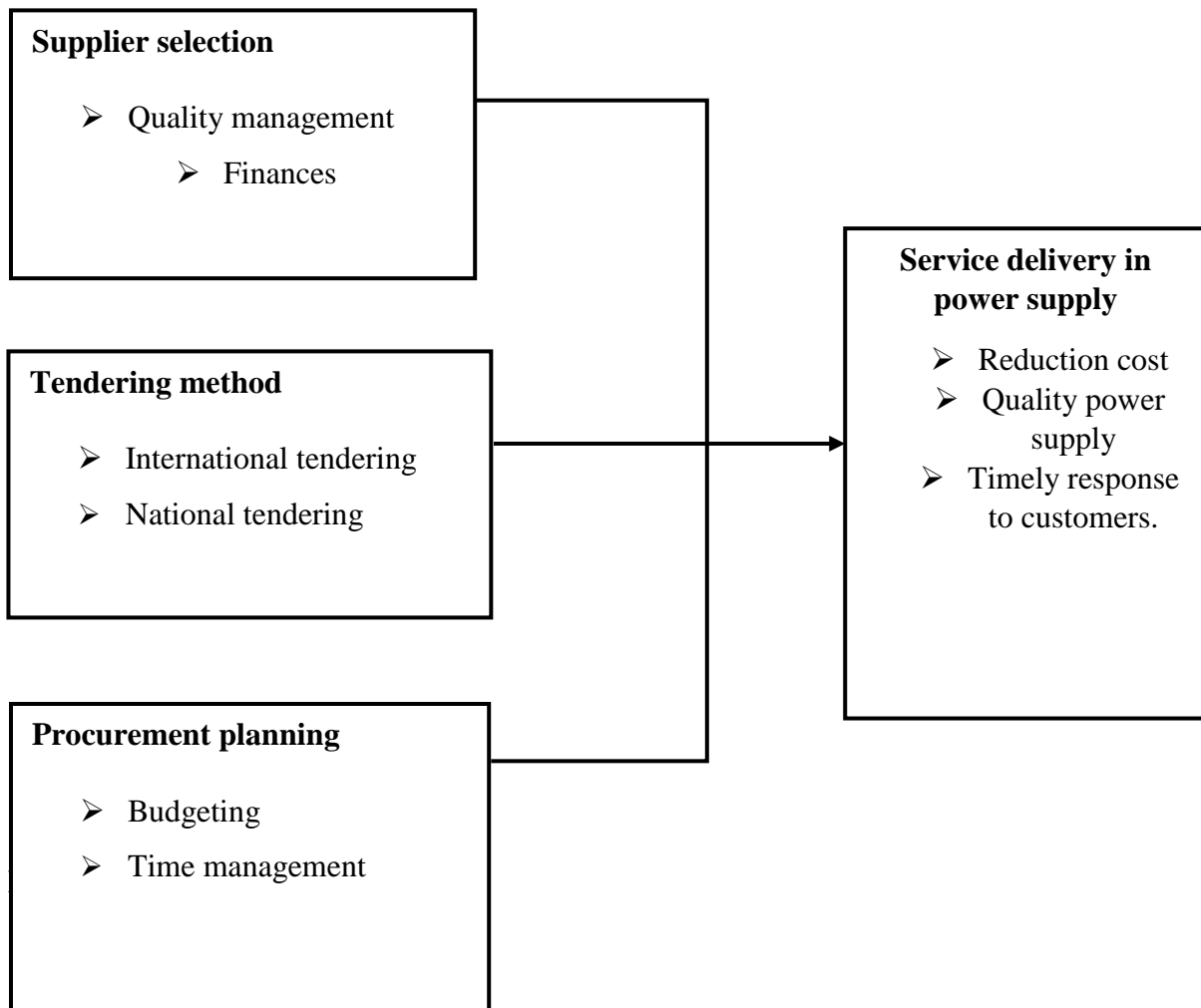
This shows the relationship between the variables in the study and how they relate. It helps to point out the relationships proposed and also tests the significance of the relationships between the variables.

Independent variables

Tendering process

Dependent variable

Service delivery in power supply



1.5 Research Questions

- Does tendering methods influence the service delivery in power supply at Garissa County?
- Does procurement planning affect influence the service delivery in power supply at Garissa County?
- Do supplier selection impacts on the service delivery in power supply at Garissa County?

1.6 Objectives of the Study

1.6.1 General Objectives

The aim of this study is to establish the impacts of tendering process on services delivery in power supply at KPLC.

1.6.2 Specific Objectives

The study will be guided by the following objectives;

- i. To establish the influence supplier selection on services delivery on power supply
- ii. To assess the impact of tendering methods on services delivery on power supply
- iii. To evaluate procurement planning on service delivery on power supply

1.7 Hypothesis of the Study

The hypotheses of this study are stated in null form as follows:

Ho1: supplier selection does not impact on the tendering process

Ho2: tendering methods does not impact on the tendering process

Ho3: procurement planning does not impact on the tendering process

1.8 Significance of the Study

The review will be valuable to both the region and the public states in distinguishing key achievement regions in the offering system just as fundamental issues related with the cycle. The discoveries in this review will help the strategy creators to recognize the holes in the current offering framework and concoct additional arrangements that will guarantee proficient assistance conveyance. The review will likewise be valuable to researchers assessing the effects of offering process on administrations conveyance in the public area especially in power supply. Future specialists might utilize the proposals of this examination to additional review the space of offering process just as administrations conveyance in power supply.

1.9 Scope of the Study

The extent of this examination will be restricted to KPLC which is a State Corporation inside the State Department of Energy under the Ministry of Energy and set up through the Energy Act, 2019. The examination targets KPLC representatives particularly the ones working in acquisition office. The review is restricted to the three exploration destinations that is; To build up the impact provider determination on administrations conveyance on power supply, to survey the effect of offering strategies on administrations conveyance on power supply and to assess acquirement anticipating administration conveyance on power supply at KPLC.

1.10 Limitations of the Study

The expected restricting elements to the review included; severe authoritative approaches on data the executives. The approaches necessitate that exclusive requirements of classification be applied by which data identifying with spending plan tasks and monetary administration and key plans is profoundly monitored by the element and workers specifically. These might prompt respondent's refusal to react to the exploration instruments or the data gave may come up short on a ton in subtleties.

1.11 Assumptions of the Study

The examination will be founded on the suspicions that the discoveries of the review will be a decent portrayal of different regions in Kenya. It is likewise accepted that the respondents will give solid and honest data on County acquisition rehearses.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter covers the literature review relevant to this study. The theories reviewed are resource-based theory and the contract theory. The chapter also presents an overview of the impacts of tendering on services delivery on power supply.

2.2 Review of literature related to the main concept

The research review is conducted on the impacts of tendering on services delivery on power supply. Aspects such as tendering method, procurement planning and supplier selection have an influence on service delivery on power supply. This review will be helpful in acquiring the needed information about the topic on board that have been worked on by other scholars and thus the information will be of great help to the relevant authorities.

2.3 Influence of tendering methods on service delivery of power supply

Suitable obtainment technique choice is central for the purchaser and provider as it makes a difference in the overall fulfilment of the purchaser and accomplishment of the venture (Ramanathan and Narayanan, 2016). This choice relies upon elements, for example, quality and time just as the expense and they are by and large viewed as the most significant achieving the final result in the briefest time conceivable, best caliber and at the most minimal expense (Kakwezi and Nyeko, 2010).

The initial step is further developing the item presented by the supplier. It is feasible for association to improve items than what was presented by the supplier during the offering or choice cycle. It is deceiving to expect suppliers offer their best during advertising. There is consistently opportunity to get better when interview happens with the customer. The subsequent stage is further developing the cycle utilizing essential factual apparatuses. This is then trailed by further developing the interaction plan. This might require complex examination and powerful changes in the whole plan of the supplier.

Process configuration is essential for functional administration and may include change the floor plan and general format of the creation floor to give space for productivity and cost viability. The last advance is working on functional course of the suppliers. This goes past the interaction configuration to incorporate faculty, offices, plan, and techniques. Arjan and Van (2005) composes that couple of associations figure out how to work on the functional course of their suppliers. It requires the association and the supplier to be in a drawn out arrangement.

The last two steps of the supplier development process are part of supplier integration. Das et al. (2006) points the need for organizations to integrate their systems with their supplier such that there is a seamless relationship. The better the integration, the more likely the supplier will comply with the quality demands of the buying organization. Lo, Sculli and Yeung (2006) believe that supplier integration should aim to build long-term relationship between the supplier and the organization. Integration helps an organisation and its suppliers to create a strong bond of understanding and cooperation geared towards improving quality. Therefore, some of the activities of integration would include open communication, site visits by teams from both ends, joint problem solving ventures, partnerships in related projects among other activities (Modi and Mabert, 2007).

Many scholars in the field of purchasing and procurement have expounded the concept of supplier quality management. Lo, Sculli and Yeung (2006) define SQM as all the efforts engaged by organization to ensure good performance through managing quality from suppliers. Handfield, et al (2000) says that maintaining quality in the supply portfolio is key to the achievement of an organization's marketing objectives. Masella and Rangone (2000) agree and assert that modern day consumers are not only interested in the selling or manufacturing company but also the suppliers. They demand quality from the suppliers as well as sustainable production methods.

According to Lo, Yeung and Yeung (2007), the three components of SQM includes supplier selection, supplier development and supplier integration. Supplier selection is the procedure companies follow in choosing the best suppliers in the market. Lo, Sculli and Yeung (2006) points that this is the most critical step organizations take in ensuring supplier quality. He says that in the case of some product, it is impossible to guarantee quality if the selected supplier is not of the right standard. Companies have to set the prerequisite terms and conditions suppliers need to fulfil before qualifying to be awarded supply tender.

When selecting suppliers organizations consider the supplier quality culture and the supplier quality systems. Modi and Mabert (2007) state the quality culture of an organization is measurable by the manner in which the organization commits to a continuous quality improvement program. This implies that the supplier ought to be dedicated to achieving and maintaining quality. The quality culture of the organization is evident through aspects such as daily operations procedure, quality policy communication to employs, quality enhancement activities such as training and capacity building (Krause and Ellram, 1997).

Overall Competitive Tendering as shown by Jacob (2010) can be used whenever open/genuine contribution is used and convincing challenge can't be gained aside from if new Labourers for employ are welcome to sensitive similarly as, when things to be gotten are not available locally or can't be given by ideals of specific and various capacities alongside financial objective. Tune, Landrum and Chernew (2013) saw that ICB partakes in a couple of advantages in that it achieves best "a motivating force for cash" for buying component due to the power of cycle; achieves straightforwardness and helps in abatement of inclination and contamination; and all suppliers have a comparable shot at winning the fragile (Takano, Ishii and Muraki, 2014). Ika, Diallo and Thuillier (2012) prompted that worldwide offers are expensive to hold and shockingly more exorbitant to finish so the value of organizations and things required are generally in the \$ millions and the tasks included are amazingly unusual.

2.4 Impact of procurement planning on service delivery of power supply

Procurement comprise of steps with a final product that isn't worried about choices of today yet today's effect of choices that were made „yesterday“ (Basheka, 2009). Additionally, acquisition orchestrating incorporates finding the business necessities that are best met by getting organizations, works or product. This communication is stressed over; what to obtain, how, where, how much, and when to get (Snider and Rendon, 2012). Khan and Kumar (2012) saw that acquirement plan shows the things being gotten, similarly as when and how they will be gotten from suppliers. This cycle ought to be maintained by different divisions through legitimate and advantageous convenience of their acquisition needs to the obtainment office. Also, getting substances need to finish ordinary factual studying on expenses of different obtainment supplies to set up specialist cost check/spending plan.

On checking the quality system of suppliers, organization focus on the rules, departments and facilities the supplier has in place to check on quality. It may also be inform of quality certification or operating under a quality assurance body. Masella and Rangone (2000) say that suppliers to qualify in the selection process ought to have control systems to check on quality. In addition to, the two factors, organization also check on the reputation of a supplier in terms of delivering quality. Lo, Sculli and Yeung (2006) write that suppliers that have a good record of accomplishment with other companies are likely to pass the selection process.

Today, another key area that determines selection is the extent to which a supplier complies with sustainable operations and products. Consumers are sensitive on the ability of suppliers to take care of the environment by use of sustainable processes and products. Handfield, et al

(2000) adds that this is closely related to adherence to ethical businesses practices. Consumers are looking beyond the manufacturer to check if the suppliers are ethical. Issues such as child labour and animal rights are looked into when selecting a supplier.

For suppliers to enhance their activities they need direction and help from their customers. As indicated by Gupta and Margolis (2011), suppliers must be comparable to their customers. Associations that make a special effort to foster their supplier's activities guarantee that they have consistent enhancement for their creations. Advancement of suppliers is important for both showcasing and production network the executives. Nonetheless, for showcasing, makers gather their energy in enabling dealers who take their merchandise to the shoppers instead of the suppliers who give the natural substances to creation. Gadde and Snehota (2000) separate between supplier relationship the executives and supplier quality administration. Supplier relationship the executives is all the more an advertising movement that expects to make shared comprehension between an association and its suppliers. It is the work made by an association to comprehend its suppliers as well as the other way around.

Supplier improvement involves a greater amount of enhancing the result of the suppliers. Associations zeroing in on supplier improvement look to work intimately with suppliers in their tasks to guarantee what they convey is of the best quality.

Moreover, procurement plan should have the option to coordinate delicate executive gatherings to a specific set number in order to decrease costs related with exchanges for delicate procedures and take out delays occasioned by need of majority of the offering board individuals because of repetitive shortfall of some board individuals. Additionally, the obtainment plan should be distributed in completely supported media for the motivations behind straightforwardness and contest. The distributing media incorporates papers, sites of procurement specialists and getting substances site. Moreover, timing distribution of a procurement plan permits providers plentiful planning time and improves viability of the procurement measures (Arney et al., 2014).

Setting up an acquirement plan and spending plan and besides packaging acquisition gauges in a manner of speaking that that the cycles will be faster is a region that encounters a great deal of challenges (Shirima, 2009). For example, the shortfall of an acquisition plan in acquirement components is a more critical test that might provoke deviation from using adroit obtainment technique. This might trigger disappointment in the whole pattern of

acquisition or may warrant unconstrained and emergency obtainments that can't be legitimized (Basheka, 2008).

Defenceless obtainment orchestrating brings about spiralled cost because of emergency acquisitions, changes in costs, assortment in understanding and interest charges due to time overpower in execution stage. A properly set up acquisition plan offers a firm foundation for various patterns of acquisition to be amazing in individuals in everyday system and resultantly, diminishes delay, while ensuring the substance is predictable with the laws acquisition (Githinji and Were, 2018).

Cultivating an acquisition plan is a development that is exceptionally fundamental in the entire obtainment cycle. Without a satisfactory obtainment plan will incite deferrals in following activities and trade cost enlarging (Engelbert, Kaltenborn and Reit-Born, 2016). The cost might increase because of differed expenses of items, organizations or works. A properly and enough prepared acquisition plan will restrict deferrals and trades costs related with acquisition methods as it guides decision of the best strategy to use in obtainment and furthermore well-planned obtainment division and Tender Board gatherings (Mlinga, 2008)

2.5 Influence of supplier selection on service delivery of power supply

Supply chain management involves the management of goods from the manufacturer to the customers as well as raw material from the suppliers to the manufacturer. According to Stadtler (2005), inbound and outbound suppliers might incur an unnecessary cost if the management does not consider cost effective supply chain management practices. Basically, the managing of the supply chain involves seeking ways to deliver goods efficiently and cost effectively. An effective supply chain system considers the goods to be transported from one point to the next, and then seeks the most appropriate method that would suit all the parties involved in the supply operation.

The supply decisions made must suit the business, the customers, the suppliers, and the transporters. Any weak point in the supply chain link has the potential to affect the entire chain. For example, if the supply of raw materials delays delivering to the manufacturer, the customers may experience a shortage of the finished products. To avoid any inconvenience, business organizations need to have supply contingency plans just in case their preferred method of supply experiences problems.

In the case study of Kenya Power, there is a clear demonstration of how companies manage the issues of demand management and customer service. A manufacturing firm such as

Kenya Power has to consider the demand level for its products throughout its operating season. Demand management refers to the process of gathering data on the movement of goods to retailers and customers.

Manufacturing firms have to ensure that they meet the demands of the customers in a manner that customers and retailers will run out of stock. The process of ensuring retailers do not run out of stock is referred to as order fulfilment. When customers or retailers demand specific types of goods, the manufacturer should deliver the goods promptly in the quantity ordered. Wang (2011) says that besides running out of stock, the manufacturing company has to supply goods in moderate quantities to avoid overwhelming the storage facilities of the retailers and distributors in a process called order management.

The study demonstrates that a critical part of supply chain management is offering good customer services. Manufacturing companies must ensure that customers have access to the goods at the right time and place. Most importantly, the process of interacting with the customer during the purchasing process should make the customer feel valued and respected by the business organization. For example, the act of taking a photo with a customer after a purchase is an important part of customer care service by the Kenya Power. After the purchase, the business organizations should ensure that the goods are delivered to the customer safely and promptly. Some customers may have their transport arrangement, but it is wise for the business to offer transport services as a customer care initiative (Stadtler, 2005).

The process of analysing the supply chain management of an organization has to take in cost inventory. According to the case study, all the cost involved in the process of supply goods has to be included in the cost of each unit product. Companies must also consider the cost of acquiring the storage and transportation system and include it as the cost of supplying the goods. Therefore, achieving a lower cost of supplying goods will create a competitive advantage for a business firm regarding reduced cost of goods.

The process of calculating the cost inventory considers issues such as the decision of having fixed order quantity or adopting a fixed delivery interval. In fixed order quantity, the manufacturer focuses on delivering fixed quantities of goods as ordered by the retailers. On the other hand, fixed delivery interval is having fixed time of delivering goods to retailers every day, twice a week, or once a week. The regular nature of the delivery helps in cost estimation and management.

The application of the economic order quantity model helps manufacturers to optimize ordering costs while managing the total holding cost of the goods. Using the formula, the company can establish the ideal quantity to deliver at regular intervals without having to exploit on the holding cost of the goods in warehouses. The variables in the model include unit production cost, order quantity, optimal order quantity, demand quantity, set up cost, and holding cost per unit (Wang, 2011).

The issue of warehousing also features high in the factors that affect supply chain management process. All manufacturing firms consider the basics of warehousing such as the size of the warehouse, the cost of keeping goods in the warehouse, the accessibility of the warehouse, and the safety of goods while in the warehouse. These factors have cost implication on the cost of the goods. The manufacturer has to have a system of managing the flow of goods in and out of the warehouse such that there is predictability of when goods will be in dispatch and when new goods will arrive in the warehouse.

2.6 Theoretical Review

Several theories in procurement and supply chain field have been developed and used in relevant studies. As for this study, Principal-Agent Theory.

2.6.1 Principal-Agent Theory

The Principal-Agent (in any case called Agency Theory) was proposed by Jensen and Meckling in 1976 and is one of the central theoretical foundations for portraying and examining policy management. The speculation draws out the association between a „principal“ who has focuses on that are express and „an agent“ who is requested with the execution of activities prepared towards achieving those objectives. Head expert speculation is dependent upon stream of information between the head and the expert similarly as power positions.

The issue arises with the chiefs of specialist's inclinations by the head so the specialist's advantages are composed with the vital's destinations (Leruth and Paul, 2008). The speculation arranges that two vital endeavours have first to be overseen by the head to pick and control their delegates. The chief errand includes the decision of the best experts similarly as making inspirations to get the best results from them. The resulting undertaking demands that the central screens assuming their representative's execution is as agreed (Gailmard, 2012). An issue might arise when the head and the expert have conflicting targets or when check of what the expert is truly doing is exorbitant or hard for the head.

For the present circumstance asymmetric¹⁰ information presents a moral danger issue and an issue of threatening decision (Ballwieser, Bamberg, Beckmann, Bester, Blickle, Ewert and Gaynor, 2012). The issue of association is dominantly obvious on the public help transport demand side, that beginnings from the truth that people included such like government authorities, occupants and undertaking laborers or suppliers have interests that are unique in nature (Kamara, Ofori-Owusu and Sesay, 2012).

Whipple and Roh (2010) joins the Principal-Agent theory to base up and top down models of organization. In the base up model, the occupant is the definitive head, while the expert is the administrator who address the inhabitant in powerful. In the top down model, public substances go about as subject matter experts and execute commitments while addressing the public expert for the present circumstance the head. Subsequently, heads of public substances who execute limits including movement of organizations are experts of occupants and government authorities.

CHAPTER THREE: RESEARCH METHODS

3.1 Introduction

This section sets out research strategy that will be taken on to meet the goals expressed in part one of this review. The exploration plan, the number of inhabitants in study, test plan and information assortment instruments just as information examination procedures are talked about in the areas that follow.

3.2 Research Design

As per Verschuren, Doorewaard and Mellion (2010), an exploration configuration is the ground breaking strategy or a structure for activity that indicates techniques and systems for gaining the data expected to get replies to the examination questions. Specialists view an examination plan as the manner in which the exploration is coordinated, the proof to be accumulated, where and how it will be deciphered. In order to foster the examination configuration, research researchers fight that huge decisions must be made dependent on given reasoning (Creswell, 2013). Logical review configuration permits the utilization of inferential insights to decide connection between the review factors in the model (Hair et al., 2010).

3.3 Target Population

As per Neuman (2013), a populace is a gathering of individuals or organizations that essentially share one trademark. Target populace is the whole gathering of things or individuals from whom the analyst is looking to secure the data applicable to the review (Cooper and Schindler, 2011; Oso and Onen, 2011; Kombo and Tromp, 2011). The wellspring of data will be the clients of KPLC, Kenya. This is in order to give direct insights about the data being looked for by the review. The all out populace for this review will be 860 esteemed customers of KPLC, Kenya.

Category of respondents	No.
Customers	56
Total	56

.Table 1: Sampled employees

3.4 Sampling Design

Toll and Lemeshow (2013) characterize an example as a portrayal of a complete populace listed for investigation. Rossi, Wright and Anderson (2013) characterizes an example as a painstakingly chosen subgroup that addresses the entire populace as far as qualities. It is the most common way of getting data about a whole populace by analysing just a piece of it. Cooper and Schindler (2011), contend that testing is usually utilized in inferential measurements to make expectations on the conduct of the populace. Utilizing inspecting procedures, a specialist is ensured that the attributes of the populace are precisely replicated in the example.

In this review the specialist will utilize basic irregular testing strategy as it empowers the scientist to kill examining predisposition. Research researchers offer various systems that can be utilized to decide the example size. For a little populace a specialist might utilize enumeration, duplicate an example size from comparative examinations or even apply an equation to work out the size. As indicated by Ahmed, Mahfouz and Fadul (2011), an example ought to be adequate in order to catch the ideal impact estimates and address a populace.

3.5 Data Collection Instruments

The review will utilize organized polls for gathering essential information from respondents. Bryman (2015) characterize a poll as a bunch of inquiries or articulations that evaluate perspectives, conclusions, convictions, anecdotal data or different types of data. The poll additionally gives a chance to secrecy with the goal that the analyst would have the option to get an exact data; in this way offering the source a chance to give honest data. A 5-point Likert scale will be utilized to gauge the evaluations of different things by respondents according to different factors that are under study.

The respondents will be approached to rate on a size of 1-5 how given proclamations apply to their particular spaces of work/work climate. A Likert scale is favored in light of the fact that it is viewed as more solid as respondents are probably going to answer all or the vast majority of the inquiries contained in the poll. Also, the Likert scale appraisals establish stretch scale credits consequently it very well may be assessed effectively utilizing standard methods (Barua, 2013).

3.5.1 Reliability of the Instrument

Unwavering quality is extensively characterized as how much measures are liberated from mistake and thusly yield reliable outcomes (Kimberlin and Winterstein, 2008). LoBiondo-Wood and Haber (2014) characterize unwavering quality as the reliability or exactness of estimation of an exploration instrument. Unwavering quality is worried about the capacity of an instrument to quantify reliably. Cronbach Alpha will be utilized to test unwavering quality of the examination poll. Delegate polls from the pilot test will then, at that point, be exposed to unwavering quality test.

3.6 Data Analysis and Presentation

Data collected will be first edited, formatted and organized for coding into the Statistical Package for Social Scientists (SPSS Version 25) data viable table. The data will be analysed quantitatively to obtain descriptive statistics while correlation and regression analysis are also to be used to obtain inferential statistics. Further, Analysis of Variance (ANOVA) will be used in testing the meaning of the general model. The choice standard for F-measurement is to acknowledge the model if p-esteem is more modest or equivalent to the basic worth of 0.05 degree of importance or to dismiss the model if p-esteem is more noteworthy than the basic worth of 0.05 degree of importance (Garson, 2012).

3.7 Ethical consideration

The research will first seek permission from the relevant authorities both from Gretna University and the specific offices at the Garissa county government.

CHAPTER 4: FINDINGS AND ANALYSIS

4.1 Introduction

The chapter presents the results from the survey conducted on the KPLC staff in Garissa on the procurement process.

4.2 Demographics

4.2.1 Gender representations

The questionnaire sought to establish the gender of the participants and the following was the results.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	36	64.2	64.2	31.0
	Female	19	33.7	33.7	99.0
	Other	1	1.7	1.7	100.0
	Total	56	100.0	100.0	

Table 2: Gender representation

As can be seen from the table above, in this survey, there are 36 male employees, accounting for 64%. Female employees accounted for the minority of participants which accounting for 33.7%, and only 1.7% employee keep his gender a secret.

4.2.2 Work experience

The participants were requested to indicate their work experience and the following was the results from the questionnaire survey.

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 5 years	10	17.8	17.8	18.0
6-10 years	12	21.4	21.4	50.0
11 - 15 years	12	21.4	21.4	72.0

15 years and above	22	39.2	39.2	100.0
Total	56	100.0	100.0	

Table 3: Job experience of the participants

The above table shows that majority of the participants had over 15 years of experience. This indicates that they were mature and had vast experience in their area of operations. Only 10 employees had less than 5 years of experience.

4.2.3 Highest Education Level

The participants were also requested to indicate their highest level of education and the following are the results.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate level	5	8.9	8.9	5.0
	Diploma level	28	50.0	50.0	43.0
	University level	17	30.3	30.3	80.0
	Post graduate	6	10.7	10.7	100.0
	Total	56	100.0	100.0	

Table 4: Higher education level of the participants

From the results, half of the participants had diploma as their highest level of education. Only five had certificate level and 6 had post graduate qualification. The results show that most of the employees had mid-level qualification that includes diploma and bachelor's degree.

4.2.4 Department

The participants also indicated their respective departments and the following is the summary.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Procurement	28	50.0	50.0	43.0
Finance	16	28.5	28.5	80.0
ICT	12	21.5	21.5	100.0
Total	56	100.0	100.0	

Table 5: Job Department of the participants

As expected, the majority (50%) are from the procurement department and this shows that they will provide the required information. The rest are from finance and ICT departments that also get involved in the procurement and tendering process.

4.3 Procurement Planning

The participants were also requested to respond to the following prompts on procurement planning and the following are the results.

	Statement	5	4	3	2	1
1	The procurement methods used in the organization are in line with the Act	12%	20%	10%	18%	30%
2	The procurement plan is prepared early enough to allow for proper allocation of funds	32%	10%	20%	18%	20%
3	The budget is first approved before any procurement is initiated	20%	20%	10%	18%	32%
4	The organization ensures there is a procurement plan to avoid reckless and over spending of funds	10%	20%	32%	18%	20%

Table 6: Procurement planning responses

From the results, procurement plan ought to have the choice to facilitate fragile leader social events to a particular set number to diminish costs related with trades for sensitive methods and take out delays occasioned by need of larger part of the contribution board people on account of tedious deficit of some board people.

4.5 Supplier selection

The questionnaire sought to establish the supplier selection process and the following were the results.

	Statement	5	4	3	2	1
1	The organization conducts supplier appraisals annually	12%	20%	10%	18%	30%
2	The organization makes timely payments to the suppliers after goods and service delivery	32%	10%	20%	18%	20%
3	The organization focuses on building long lasting relationships with suppliers	20%	20%	10%	18%	32%
4	The organization believes in supplier evaluation to improve performance of its suppliers	10%	20%	32%	18%	20%

Table 7: Supplier selection responses

From the findings, the company should give a response to the „make-or-buy“ question, and subsequently choose the sensible suppliers from the current or find new suppliers. After the buyer decides to buy, the ensuing development incorporates confirmation of the subcontracting procedure chiefly either, turnkey then again deficient subcontracting

4.6 Tendering method

The study sought to establish the tendering method at KPLC and the following were the results.

	Statement	5	4	3	2	1
1	The organization ensures that there is open tendering to increase the needed experience from the tenderer	12%	20%	10%	18%	30%
2	The organization offers the open tendering to encourage applications from the qualified tenderers	32%	10%	20%	18%	20%
3	The organization ensures that the single sourcing of suppliers enhance timely delivery of goods and services	20%	20%	10%	18%	32%
4	The organization ensures that the request for quotations from suppliers leads to reduction of procurement costs in the tendering process	10%	20%	32%	18%	20%

Table 8: Tendering method responses

From the responses, the processes of tendering especially sensitive orchestrating impacts on term it takes for the execution of works, items or organizations to be passed on, the quality and besides cost of the works, organizations or product acquired,

4.7 Service Delivery on power supply

The research sought to establish the effect of the procurement process on supply and the following were the results.

	Statement	5	4	3	2	1
1	Reduction cost	12%	20%	10%	18%	30%
2	Quality supply	32%	10%	20%	18%	20%
3	Timely response to customers	20%	20%	10%	18%	32%
4	Transparency and fairness	10%	20%	32%	18%	20%
5	Accountability	12%	20%	10%	18%	30%

Table 9: Service Delivery on Kenya Power supply responses

The review presents the issue looked by KPLC and investigates the issue of green supply procurement framework in the writing survey. The audit of writing sets up that an applied

model that utilizes cutthroat technique should uphold the execution of the green supply procurement process. This is on the grounds that the business result of the procurement process is the most basic in the process.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Supplier selection

The procurement process in associations should follow due method and assist the association with getting the best incentive for cash. The basic parts of the procurement process are to guarantee the association maintain the honesty through the process thus does the providers. This review presents the issue of green supply procurement process KPLC is confronting. There is expanding interest for green items in the market by purchasers, yet associations are dealing with an issue traversing the procurement process.

5.2 Tendering method

The review utilizes the contextual investigation of Kenya Power in Garissa to lead an examination that intends to build up the best green supply procurement framework. Kenya Power in Garissa is an association that has effectively executed the procurement framework and turns into an ideal contextual analysis. The review gathers information from Kenya Power in Garissa and contrasts it and the information gathered from KPLC. The outcomes are then analyzed and builds up that the process of green supply procurement needs an organization to have a higher dealing power than the providers.

Naming green items in the entirety of its stores satisfied the tree huggers, yet it before long become difficult to get effective procurements for green items as ahead of schedule as in 2010. The procurement of the green supplies turned into a test as most providers swelled their citations altogether and it became difficult to control the providers. A few providers professed to utilize green 'reused' materials for its items while in truth, it was not reused. This condemned the soul of KPLC to proceed in its open tendering process the executives program.

5.3 Procurement planning

KPLC battled to get fruitful procurements of green supplies through by attempting various techniques in executing green supply procurement framework in the entirety of its stores around the country. KPLC took a proactive measure to open tendering process execution and worked together with a few partners to guarantee the system expanded its deals by up to 12%. Shockingly, the deals for the year 2011 and 2012 demonstrated a deficiency of 20% in light of the significant expense of the provisions.

5.4 Recommendations

Despite the fact that there are various exploration reports showing the climate advantages of open tendering process, little examination has been done to show the difficulties association go through in the procurement process. Scarcely any associations have figured out how to build up a reasonable green procurement strategy in light of its related expense obstructions and execution challenges. This is the justification for why a few associations are hesitant to show a drive to make strides toward environmental friendliness since they neglect to see how it will help them monetarily. The underlying set up an open tendering process activity is generally pricey on the grounds that it includes a ton of changes and preparing of workers and even providers. Nonetheless, when the framework is on and stable it should save money on cost and lead to higher incomes.

The purchasers are the significant determinants of the monetary advantage an organization can get from practicing environmental awareness. With a ton of mindfulness raised over the plan and broad communications in significance to notice sound items for a better life, more shoppers are selecting to utilize green items. This is a chance for associations with green items to expand their costs, which the customers will promptly acknowledge due to the ecological, and medical advantages related with the item. With trust from the buyers, associations offering open tendering process tasks will undoubtedly get an upper hand over their opponents that are yet to carry out open tendering process activities. This is because of the discernment by most customers that great quality items are related with naturally amicability.

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APPENDICES

Appendix 1: questionnaire

Fill in the questions correctly

PART 1

This questionnaire is divided into five short sections that should take only a few moments of your time to complete. Please respond appropriately in the blanks provided. This is an academic exercise and all information collected from respondents will be treated with strict confidentiality.

Section A: General information

1. What is your gender? Male [] Female []

2. Working Experience []
 - a. Less than 5 years []
 - b. 6-10 years []
 - c. 11 - 15 years []
 - d. 15 years and above []

3. Highest Education Level
 - a. Diploma level []
 - b. University level []
 - c. Post graduate []

PART 2

SECTION A

Procurement Planning

Using the scale given below, indicate your level of agreement with the following statements
(5= strongly agree, 4= agree, 3= neutral/undecided, 2=Disagree, 1=strongly disagree)

	Statement	5	4	3	2	1
1	The procurement methods used in the organization are in line with the Act					
2	The procurement plan is prepared early enough to allow for proper allocation of funds					
3	The budget is first approved before any procurement is initiated					
4	The organization ensures there is a procurement plan to avoid reckless and over spending of funds					

SECTION B

Supplier selection.

Using the scale given below, indicate your level of agreement with the following statements
(5=strongly agree, 4= agree, 3= neutral/undecided, 2=Disagree, 1=strongly disagree)

	Statement	5	4	3	2	1
1	The organization conducts supplier appraisals annually					
2	The organization makes timely payments to the suppliers after goods and service delivery					
3	The organization focuses on building long lasting relationships with suppliers					
4	The organization believes in supplier evaluation to improve performance of its suppliers					

SECTION C

Tendering

Using the scale given below, indicate your level of agreement with the following statements
(5= strongly agree, 4= agree, 3= neutral/undecided, 2=Disagree, 1=strongly disagree)

	Statement	5	4	3	2	1
1	The organization ensures that there is open tendering to increase the needed experience from the tenderer					
2	The organization offers the open tendering to encourage applications from the qualified tenderers					
3	The organization ensures that the single sourcing of suppliers enhance timely delivery of goods and services					
4	The organization ensures that the request for quotations from suppliers leads to reduction of procurement costs in the tendering process					

PART 3

SECTION A

Service Delivery on power supply

Please rate the service delivery on power supply in terms of the following indicators using the rating provided Very much Increased-5, Moderately Increased-4, Not Changed-3, moderately decreased-2, Very much decreased-1

	Statement	5	4	3	2	1
1	Reduction cost					
2	Quality supply					
3	Timely response to customers					
4	Transparency and fairness					
5	Accountability					

THANK YOU FOR TAKING YOUR TIME TO FILL THE QUESTIONNAIRES.