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Influence of Procurement Procedures on Performance of Humanitarian Projects in Turkana County.Shadrack Mutisya¹, Jackson Ndolo², Maria Mung'ara³,¹School of Business and Economics, Mount Kenya University, Kenya²School of Business, KCA University, Kenya³School of Business and Economics, Mount Kenya University.**Corresponding Authors***

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Abstract: Turkana county has attracted a lot of humanitarian projects to reach out to the needy situation in different areas of the community. However, most of the projects launched are characterized by cost overruns, delays, and unaccountability. The challenges could be attributed to among others, poor infrastructure, harsh weather, nomadic lifestyle, insecurity, and a turbulent environment. The hitches associated with supply and logistics management adversely affects the delivery of food, water and sanitation, medical products, and other services to the affected people. The study intends to determine the influence of procurement procedures on the performance of humanitarian projects in Turkana County. This study was anchored on the systems theory, a descriptive research design was employed in the study. The study respondents were 205 that comprised project managers, project coordinators, and procurement officers. Both descriptive and inferential statistics were used for data analysis. The findings indicated that Procurement procedures were found to be satisfactory in explaining 68.2% of the performance of

humanitarian projects in Turkana County. The study concluded that procurement procedures influence the performance of humanitarian projects. The study recommends that humanitarian organizations need to adhere to procurement policies when procuring humanitarian projects.

Keywords: *Humanitarian Projects, Procurement Procedures, Systems Theory, Descriptive Research Design, and Turkana County.*

Introduction

Each year, humanitarian organizations from different parts of the world implement a wide variety of efforts aimed at recovering from disasters and reducing poverty, and in the process, they procure an estimated US\$ 50 billion worth of goods and services from local and international suppliers, with the procurement of goods representing around 60% of all those expenditures. Procurement operations of international aid agencies can be divided into two segments: procurement for short-term relief or humanitarian operations and procurement for medium programmes. In humanitarian relief operations, the primary emphasis in procurement is on speed and access which means delivering the goods to affected areas as quickly as possible. On the other hand, procurement for medium programmes is aimed at sustainable social and economic development. For instance, the World Bank focuses on helping the poorest people and the poorest countries in projects focused on health and education, social

development, good governance, environmental protection, and private business development (Taupiac, 2001).

Procurement performance is a measure of identifying the extent to which the procurement function is able to reach the objectives and goals with minimum costs (Van Weele, 2002). For any organization to change its focus and become more viable, Amaratunga and Baldry (2002) suggest that procurement performance is a key driver to improving the superiority of services while its absence or use of inappropriate means can act as an obstruction to change and may lead to the decline of the purchasing function. Nonetheless, most developing countries are facing a setback of hasty changes in procurement requirements. The changes are impacting force on how the procurement function performs its interior and exterior processes and procedures in order to achieve its objectives. Procurement performance provides a basis for effective control and stewardship of resources and reveals the value of the procurement function. Most organizations have no performance measures in place for assessing procurement efficiency and effectiveness (Adams, 2008).

A study carried out by Wassenhove (2006) explains that humanitarians have begun to heed to the lessons learnt from previous disasters and realized that they have to work not only during disasters but also between disasters. Effective performance measurement systems would assist relief chain practitioners in their decisions, help improve the effectiveness and efficiency of relief operations and demonstrate the performance of the relief chain, thereby increasing the transparency and accountability of disaster response. Since relief efforts generally operate on limited funds, there is also the need to demonstrate cost-effectiveness by adopting low-cost inventory management systems (Benita et al., 2008). Kaplan (2001) notes that performance measurement is critical in the non-profit sector due to increasing competition from a proliferating number of agencies all competing for scarce donor funding and increased demands for accountability of donors, the media, and the public in general. A primary goal in relief operations is to minimize the response time and be able to deliver supplies to the areas as they are needed. The basic principles of good procurement practice include accountability where effective mechanisms must be in place in order to enable procuring entities to spend the limited resources carefully (Thai, 2000).

Statement of the Problem

Various empirical researches have been undertaken on humanitarian logistic chain management in the Kenyan context. Nyamu (2012) in his study established that the primary problems affecting humanitarian supply chain entities are; insufficient recognition of the duty of SCM in donor aid activities, hold-ups in altruistic activities as a result of residential obstacles, demand uncertainty, and high costs. Kinyua (2013) supported this by concluding that half of the humanitarian organizations have non-performing supply chains. Humanitarian procurement processes are difficult to enforce as integrity is lacking. For instance, tracking and tracing of shipments is typically done manually using spreadsheets (Thomas, 2003). This makes the implementation of ethics difficult. Thus, accountability to key stakeholders is an important issue facing executives today and ethics is becoming more important to both buyers and suppliers (Eltantawy et al., 2009).

Humanitarian procurement has attracted a number of researchers. According to VanWassenhove (2006), humanitarian supply chains are about fifteen years behind their private-sector counterparts, who realized long ago the importance of using efficient supply chains. Since donors are becoming more aware when it comes to expenses, humanitarian organizations are under greater scrutiny to monitor the impact of aid, not just the input and output but the whole operation. The study observed the need to adopt strategies for better preparedness and the need for supply chains to be agile, adaptable, and aligned. Some of the shortcomings of this study included a lack of effective coordination hence leading to a chaotic relief operation.

Moreover, cost overruns as a result of delays in completing humanitarian projects results to annual cost overruns of between KES 89.7million to KES 102.5million (Turkana County United Nations Joint Programme, 2018). These hitches associated with supply and logistics management adversely affects the delivery of food, water and sanitation, medical products, and other services to the affected people. This has made most of the donors to abandon humanitarian donations. Further, the accessibility of Turkana County remains a problem. The study, therefore, sought to determine the influence of procurement procedures on the performance of humanitarian projects in Turkana County.

Purpose of the Study

The purpose of the study was to establish the influence of procurement procedures on the performance of humanitarian projects in Turkana County.

Justification of the Study

The performance of humanitarian projects in Turkana County is generally poor. Humanitarian projects launched in the area are characterized by cost overruns, delays, lack of and accountability. Further, the accessibility of Turkana County remains a problem. The region has no well-developed transport and communication network. The poor transport infrastructure delays order fulfillment. Logistic management practices are extremely underdeveloped with inventory management practices. Colossal amounts of money from; governments, humanitarian organizations, corporates, multinational organizations, and individuals go into funding humanitarian organizations every year.

Literature review

Theoretical review- Systems Theory

System theory concentrates on the setup of, as well as connections in between the parts understanding just how they interact overall. The manner in which the parts are masterminded and how they speak with one another sets up the structures of that framework. The activities of the framework is autonomous of the features of the segments. Frameworks idea is the interdisciplinary research of frameworks for the most part, with the target of explaining ideas that can be put on a wide range of frameworks at all settling degrees in every aspect of research (Erich, 1980). The term doesn't yet has legitimate, explicit importance, anyway frameworks hypothesis can sensibly be thought about as an aptitude of frameworks accepting; moreover as an objective yield of frameworks science, with an accentuation on unique rule significant all through a wide assortment of frameworks (versus the

specific variants of private territories). The frameworks locate depended on various fundamental ideas (Erich, 1980). All marvels can be viewed as a trap of connections among components, or a framework.

Since it outlines the internal control treatments, plans as well as rules to be followed in the purchase division, the theory is pertinent to the research study. It deserves noting that Logistics monitoring entails fulfilment of numerous business objectives, by performing a number of tasks that consist of inbound logistics, outbound logistics, warehousing, circulation, and materials dealing with so regarding offer the clients profitably. The logistic requirements are interdependent as well as they have to be well worked with for the firm to be successful.

Empirical Literature

Simba (2015) performed research on aspects affecting procurement performance in humanitarian aid organizations focusing Red Cross Society. This study used a descriptive research study layout. It might be tough to intend the procurement as well as one may be compelled to break some procurement laws to handle the emergency situations as well as unpredictable scenarios. Throughout an emergency situation as well as debacles, the acquirement of materials is adored. The acquisition chain of help association, for example, ICRC-Kenya gives crisis circumstances easing activities during catastrophes. Easing associations have an obligation to achieve their orders without endangering their association with so much partners as givers who cash such help programs and at the center of safeguarding this relationship are the managers that need to create obtainment strategies planned for improving these capacities. It is the aftereffects of every one of these endeavors and furthermore includes on the execution of the acquisition divisions of such organizations that these examinations focused at investigating the sticking to, Organization structure, patron subsidizing, buy plans and furthermore data innovation as the autonomous factors and furthermore buy proficiency as the dependent factors. It was set up that association structure, obtainment plans, contributor subsidizing and furthermore use of infotech, it was just used of data innovation which are of vital importance to the sustainability of humanitarian projects.

Gacuru and Kabare (2015) expounded on how to build up the linkage between the investigation elements. The research found that data innovation, level of skill, and association to organization association impacts the viability of coordination effectiveness in calling and circulation firms situated in Jomo Kenyatta International Airport zone. The exploration study closes that information innovation, and level of capability just as the organization to association relationship influences the presentation of coordination effectiveness in exchange and conveyance firms.

Kuria (2014) conducted a study on logistic processes legality and success of humanitarian organizations the Kenyan context. The research concluded that the majority of humanitarian companies in Kenya have to a huge extent carried out supply chain leagility as well as there is a straight linkage to the effectiveness of humanitarian institutions. The outcome of the model evaluation illustrated a positive correlation of linking supply chain leagility and also business efficiency.

Conceptual framework

This is a figurative form showing the relationship between variables. The independent variable is the procurement procedure on the performance of humanitarian projects.

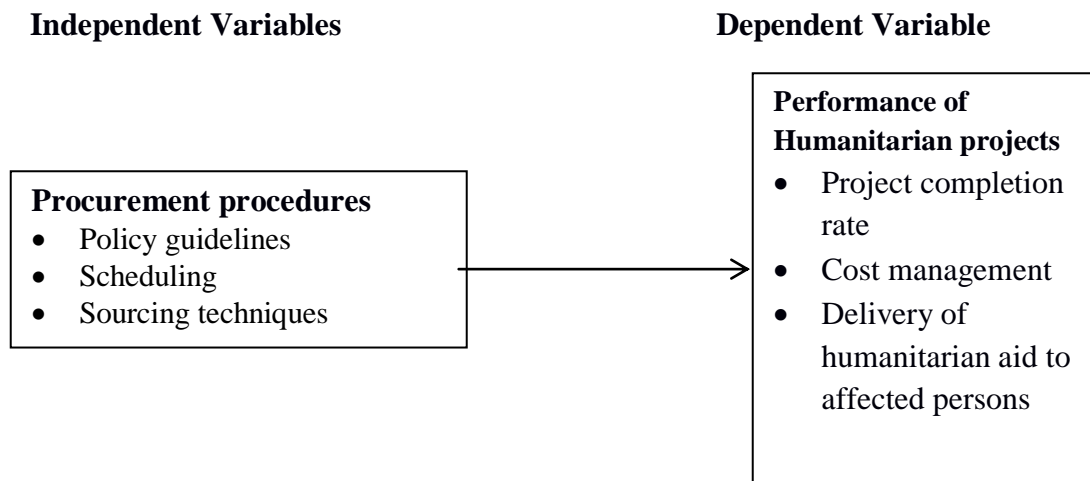


Figure 1: Conceptual framework

Research methodology

Research Design

Research design guides in the process of accumulating, assessing, as well as analyzing the data, and also monitoring (Walliman, 2017). The descriptive research design was used to compliment cross-sectional research design by linking logistics to the performance of humanitarian projects in Turkana County and the independent variable, procurement procedures.

Target Population

The study population was 60 humanitarian projects identified in Turkana County-Government. The units of analysis were senior project management officials comprising of project managers, project coordinators, and procurement officers. Each humanitarian project is composed of 1 project manager, 2 project coordinators, and 4 procurement officers. Therefore the target population was 60 project managers, 120 project coordinators, and 240 procurement officers, as shown in table 1.

Table 1: Target Population

Category by size	Target population
Project Managers	60
Project coordinators	120
Procurement officers	240
Total	420

Source: Researcher (2019)

Sample size

The research employed Yamane (1967) approach to compute sample size.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = population size

e = the level of precision

1 = Constant

$$n = 420 / 1 + 420(0.05)^2$$

$$= 204.87 \approx 205 \text{ project management officials.}$$

Table 2: Sample size

Level	Target Population	Percentage (%)	Technique	Sample size
Project Managers	60	17%	Purposive	29
Project coordinators	120	49%	Stratified random sampling	59
Procurement officers	240	49%	Stratified random sampling	117
Total	420	100.0%		205

Source: Researcher (2020)

Sampling Procedure and Technique

Sampling is the procedure of choosing sample sizes. To sample 59 project coordinators and 117 procurement officers, a stratified random sampling method was adopted. To pick 29 project managers, the purposive sampling method was adopted.

Data Collection Methods and Procedures

The research utilized structured questionnaires. The questionnaires were availed to project managers, coordinators, and procurement officers of the humanitarian organizations. The respondents filled the questionnaire. The drop and pick methods was used to distribute and collect questionnaires, and also telephone follow-up was used to increase the response rate.

Data Analysis and findings**Response Rate**

A total of 153 of the 205 questionnaires were completed and returned, resulting in a response rate of 74.6 percent. Table 3 displays the data on response rates.

Table 3: Response Rate

Response	Frequency	Percent
Returned	153	74.6%
Unreturned	52	25.4%
Total	205	100%

Source: Field Data (2021)

It's acceptable to draw inferences based on this response rate. Kongsved, Basnov, Holm Christensen, and Hjollund (2007) indicated that 50% response rate is satisfactory, while 70% response rate is excellent. As a result, the response rate of 74.6% in this instance is considered excellent. This high response rate might be related to the data-gathering methodologies utilized. Qualitative research assistants, pre-notification of respondents and voluntary involvement by respondents, drop and pick of questionnaires, the promise of confidentiality and anonymity, and follow-up calls to address questions from the respondents were all included in the process.

Descriptive Analysis

The initial goal of this research was to investigate the impact of procurement processes on humanitarian project outcomes in Turkana County. Scales of 1 to 5 (one strongly disagree, two is disagree) 3 means I'm not sure, 4 means I agree, and 5 means I definitely agree. Those who agreed and strongly agreed were placed together as agree, those who disagreed were classified as disagree, and those who didn't know were grouped as don't know. Results from this investigation are shown below.

.Table 4: Procurement procedures and performance of humanitarian projects

Procurement procedures	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Mean	SD
Procurement policies are adhered when procuring humanitarian projects	33.3%	43.8%	3.9%	10.5%	8.5%	2.2	1.2
Bidding is done to ensure that only credible suppliers are allowed to supply humanitarian items to this organization	2.0%	15.7%	3.9%	35.9%	42.5%	4.0	1.1
Procurement process is initiated by the procurement officers in the presence of community members, staff and sponsors to promote accountability.	47.1%	37.3%	3.3%	5.2%	7.2%	1.9	1.2
There are clear procedures to	49.7%	38.6%	2.6%	4.6%	4.6%	1.8	1.0

ensure that humanitarian items acquired have no defects.								
This humanitarian organization employs e-procurement to promote accountability of the organizations resources.	38.6%	44.4%	6.5%	5.9%	4.6%	1.9	1.0	

With a mean score of 2.2 and a standard deviation of 1.2, Table 4 demonstrated that the majority of respondents disagreed that procurement regulations were followed to when acquiring humanitarian projects. Most of those polled agreed that bidding is performed among humanitarian organizations to identify the most qualified suppliers, with a mean score of 4.0 and standard deviation of 1.1 suggesting that bidding is undertaken among humanitarian organizations. The results also showed that the majority of the respondents disagreed that the procurement process is initiated by the procurement officers in the presence of community members, staff, and sponsors to promote accountability with the mean score for the place is 1.9 and the standard deviation is 1.3 implying that the imitation of the procurement process is undertaken by key organization personnel. Further, respondents disagreed that there are clear procedures to ensure that humanitarian items acquired have no defects with the mean score for the place is 1.8 and the standard deviation is 1.0 implying that clear procedure to ensure the supplier of the item in good condition lack. The study established that the majority of the respondents disagreed that the humanitarian organizations employ e-procurement to promote accountability of the organization's resources with a mean score for the place is 1.9 and a standard deviation is 1.0 implying that e-procurement services have not been fully utilized by humanitarian organizations.

Diagnostic Tests

Several assumptions are made regarding the variables that will be utilized in the analysis while performing diagnostic tests. Those who agree with Keith (2014) believe that if these assumptions are not satisfied, the findings may not be legitimate. They go on to say that this might result in a type I or type II error, as well as an over-or underestimation of significance or effect size, respectively (s). As a consequence, it is critical to do pre-testing for these assumptions to ensure that the findings are legitimate. Few papers acknowledge having evaluated the assumptions of the statistical tests on which they depend in order to make their results, according to Osborne, Christensen, and Gunter (2001).

According to Fox (2019), Osborne and Waters (2014), the failure to pretest for these assumptions has resulted in a situation in which there is a wealth of literature in education and social science, but there are still questions about the validity of many of the results, conclusions, and assertions made in this literature. Testing for assumptions is important since it guarantees that an analysis fulfills the related assumptions and helps to eliminate type I and II error, both of which are costly (Keith, 2014). It was necessary to validate assumptions for normality and multicollinearity before to doing the data analysis.

Normality Test

The Kolmogorov-Smirnov test was used to verify the data's normality. Because of this, if the alpha level set by the researcher exceeds $p < 0.05$, then the null hypothesis has been rejected and there is evidence that the data investigated are not regularly distributed. On the other hand, if the p-value is larger than the alpha level, the null hypothesis is that the data comes from a regularly distributed population. This test's null hypothesis is that the population is distributed regularly. For the sake of completeness, we've included the results in below.

Table 5: Tests of Normality

	Kolmogorov-Smirnov		
	Statistic	df	Sig.
Performance of humanitarian projects	.967	153	.084
Procurement procedures	.952	153	.324

The normality results showed that the performance of humanitarian projects had a p-value $.084 > 0.05$ hence the data is normally distributed. It was also established that the p-value for procurement procedures was $.324 > 0.05$, and hence further analysis was conducted.

Multicollinearity Test

It is possible to have multicollinearity when two or more predictors in a regression model are moderately or strongly linked, which limits the ability to draw inferences from the study results. Several researchers, including Zainodin, Noraini, and Yap (2011), have defined multicollinearity as the existence of correlations between the predictor variables. Multicollinearity, which occurs in extreme circumstances of perfect correlations between predictor variables, may result in the inability to construct a unique least-squares solution to regression analysis (Robinson & Schumacker, 2009). The existence of Multicollinearity, according to Robinson and Schumacker (2009), is indicated by VIF values greater than 10. Multiple predictors lead to inflated standard errors and confidence intervals, which results in unstable estimations of the coefficients for individual predictors as a result of multicollinearity. The table below shows the results of this research, which used the Variance Inflation Factor (VIF) to determine whether or not there was any multicollinearity.

Table 6: Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Procurement procedures	.565	1.770

Table 6 shows the outcomes of the study. A variance inflation factor test was performed to determine whether or not the predictors were multicollinear, with a value less than 10 being acceptable. The procurement methods had a V.I.F value of 1.770, which is less than 10, indicating that there was no multicollinearity in the data. As a result, regression analysis might be used to determine the influence of procurement procedures on the performance of humanitarian projects in Turkana County.

Tests of Linearity

Scatter plots were used to test for linearity and to visually show whether there was a linear or curvilinear relationship between two variables before carrying out regression analysis. The link between dependent and independent variables can only be effectively estimated using regression models if the relationship between the variables is linear (Osborne & Waters, 2002). The scatter plot is shown below in the Figure below.

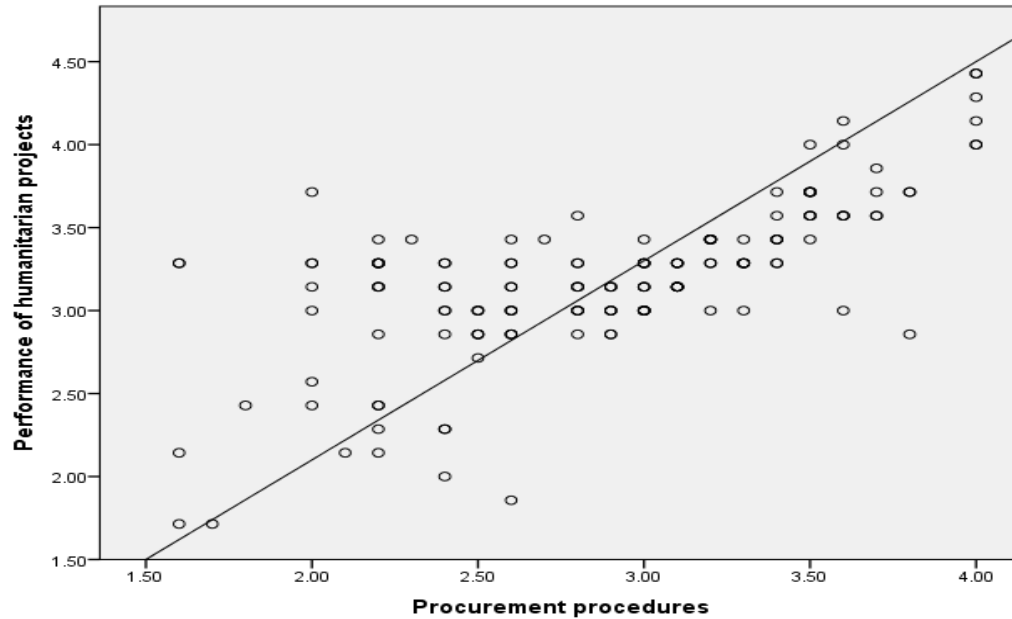


Figure 2: Scatter Plot for the Relationship between procurement procedures and performance of humanitarian projects

Regression

The findings reported in Table 7 demonstrated the suitability of the regression model that was employed to describe the occurrences under investigation.

Table7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.826 ^a	.682	.673	.26623

Source: Field Data (2021)

Table8: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.483	4	5.621	79.304	.000 ^b
	Residual	10.490	148	.071		
	Total	32.973	152			

Source: Field Data (2021)

The model summary indicates that procurement procedures had a strong influence on the performance of humanitarian projects in Turkana County, Kenya. This is indicated by an R of 0.826. The model summary also shows a 68.2% contribution of study variables towards the performance of humanitarian projects.

According to the findings, the overall model was statistically significant in all cases. The findings also suggest that procurement methods were an excellent indicator of the success of humanitarian operations in Turkana County. According to the F statistic of 79.30, and the reported p-value (0.000), which was smaller than the usual probability of 0.05 significant thresholds, this was corroborated by the data. The results for F computed (79.304) were also compared to the F critical value (F_{4,148}) of 2.44 derived from the F tables, which was likewise calculated from the F tables. Because the computed F value was more than the critical F value (79.304), (2.44), the model is significant. Humanitarian organizations must adhere to agreed-upon standards of performance (from donors), their own policies and procedures, procurement best practices, and the laws and regulations of the country in which they are operating in order to ensure that humanitarian projects are successful in the supply chain system (Munovi, 2015). Humanitarian organizations are regulated by donor requirements, the organization's procurement rules, and any national legislation while applying logistics management procedures in a disaster relief crisis. However, these guidelines are rarely followed when managing humanitarian projects. The efficiency and effectiveness of logistics are critical in the functioning of humanitarian organizations, and the vast majority of them outsource logistical services in order to maintain or improve their performance.

Table 9 shows the results of the regression of coefficients with respect to time.

Table 9: Regression of coefficient

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	.807	.142		5.687	.000
Procurement procedures	.252	.050	.313	5.069	.000

a. Dependent Variable: Performance of humanitarian projects

Source: Field Data (2021)

Regression of coefficients demonstrated a positive and significant association between procurement methods and the performance of humanitarian initiatives, as shown by the beta value of 0.252, and a p-value of 0.000. This implies that an improvement in procurement procedures, all other factors held

constant at zero would result to a significant improvement on the performance of humanitarian projects. Humanitarian groups are responsible for assisting those impacted by natural disasters, such as giving food and medical supplies, and shelter for those in need. Every time there is a calamity, humanitarian groups are obligated to support those in need.

Discussion of Findings

Humanitarian groups working in crisis situations are often pressed to deploy resources quickly, even while they have only a vague idea of what they'll need on the ground or how much they'll need. For the sake of accomplishing their goals, procuring processes are critical. Relief organizations can ensure that goods are accessible to suit the demands of the crisis using procurement techniques. Kamau (2013) did research on humanitarian supply chain management in Kenya and discovered that supply chain problems affecting performance were recognized as delays in delivery, unpredictability in demand, and low quality and quantity of products and services supplied. Nyamu (2012) examined the effects of supply chain management difficulties on the effectiveness of humanitarian organizations in Kenya. There was a wide range of variables that led to the poor performance of humanitarian groups, including delays in product delivery, inadequate information integration, and unpredictability in demand.

Summary of the Study

The study objective of the study was to determine the influence of procurement procedures on humanitarian initiatives in Turkana County. Procurement strategies were also examined as part of the research. When comparing procurement procedures to humanitarian project outcomes, researchers found that there was a statistically significant positive association. Procurement strategies are positively associated with humanitarian project outcomes, as shown by the regression analysis. According to procurement procedures, humanitarian efforts might be justified in terms of performance.

Conclusion

Conclusions were influenced by the findings of this study research. In order to get a result that addressed both theory and application, each goal was investigated in depth. According to the study's results, procurement practices have an effect on humanitarian efforts' performance. Humanitarian groups are responsible for assisting those impacted by natural disasters, such as giving food and medical supplies, and shelter for those in need. For the sake of accomplishing their goals, procuring processes are critical. Relief organizations can ensure that goods are accessible to suit the demands of the crisis using procurement techniques.

Recommendations

It was established that procurement procedures influence the performance of humanitarian projects. The mode of bidding and procuring humanitarian aids is critical in accomplishing the purpose of helping the needy persons in crises. The study recommends that humanitarian organizations need to adhere to procurement policies when procuring humanitarian projects. The bidding process should be diligently conducted to ensure that only credible suppliers are allowed to supply humanitarian items to this organization. Further, procurement processes need to be initiated by the procurement officers in the presence of community members, staff, and sponsors to promote accountability. There may be the need

for the humanitarian organization in employing e-procurement to promote accountability of the organization's resources.

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