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**PROCUREMENT PRACTICES AND SUPPLY CHAIN PERFORMANCE AT WORLD FOOD PROGRAMME, NAIROBI,
KENYA**

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PROCUREMENT PRACTICES AND SUPPLY CHAIN PERFORMANCE AT WORLD FOOD PROGRAMME, NAIROBI, KENYA

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ABSTRACT

Supply chain performance is regarded as a viable strategy that enhances an organization's productivity and lead-time. The study looked at procurement practices and supply chain performance at World Food Program (WFP), Nairobi, Kenya. The study was guided by a specific objective being to determine the effect of procurement monitoring on supply chain performance of an organization. The study employed a descriptive research design. The target population of the study was 170 personnel of WFP, with a sample size of 51 respondents. Primary data was collected through the use of Likert scale questionnaire. The study used a statistical package for social sciences (SPSS) software. A descriptive and panel regression analysis was used to assess the connection between the independent and dependent variables of the study. The study used a panel regression model, inferential statistics, and Coefficient of determinations. The findings revealed that procurement monitoring is vital to the success of an organization in that when the processes of procurement are closely analyzed and monitored then the loopholes that are found are easily identified and mitigated. The study recommended that procurement monitoring was the most significant supply chain process practices. The organization should also focus on matters pertaining information technology and supply chain management as critical components in optimizing decisions of the supply chain network flow for achieving organizational competitiveness, improving higher service, lowering inventory, supply chain, and reducing electronic risks.

Keywords: Procurement monitoring, Procurement Practices, Supply Chain Performance

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INTRODUCTION

Over the years, supply chain procurement practices have progressed from an arm's length to collaboration, with procurement acting as an effective channel between businesses and their supply chain network (Gateway, 2018). Universally, procurement and supply chain practices have made the world a global community as countries are integrating economically, politically, and even socially within the supply chain (Andhra, 2015). This has transformed procurement process at the World Food Programme (WFP) to be part of the global economy with the aimed to provide support food assistance project objectives through purchases of commodities, goods and services on a competitive basis on the local, regional and international markets (Corinne, 2015).

The World Food Program (WFP) is part of the global economy with the aimed to provide food assistance to the beneficiaries across the world (Fayezi, 2015). As the largest humanitarian agency with an annual budget averaged to US\$7.28 billion in the last three years (2012–2014). On average, the goal of WFP is to reach more than 90 million people with food aid assistance across the world (Corinne, 2015). The organization is seeking to help the needy and the affected people across the world. This has enabled them to have a clear objective such as; “save lives and protect livelihoods in emergencies, provides food and nutrition, and rebuild livelihoods (Fernandes, 2018).

Throughout these joint efforts, WFP makes its global capacity and expertise available to the United Nations, NGO and governments. These offer opportunities for the achievement of Sustainable Development Goal 2 on Zero Hunger and improved nutrition in Kenya (Fayezi, 2015). By strengthening local supply chains in Kenya, markets, food systems and their capacities, WFP is helping to improve the very fabric of society- creating the right conditions to support inclusive economic growth and prosperity for all (WFP Supply Chain, 2015). Though the country has recently acquired a lower-middle-income status, the increased wealth has not

benefitted all Kenyans equally. Over one-third of the population still lives under the international poverty line and social, economic and gender disparities remain (Kenya Strategic Plan, 2018).

Procurement practices play a very critical role in the organization as they affect the supply chain performance that cut across all other departments (Opio, 2016). In Kenya, supply chain procurement practices do not only provide counties with much-needed services as part of the per capita development goal but, it creates an avenue of transparency, less corruption, creating employment, help in faster delivery of services, information sharing, employ supply chain technology as all of which contributes to business growth and economic development (Ibrahim, 2016). Improving procurement practices have always been a primary concern for local business in Kenya. Procurement practices and supply chain performance is considered as the most significant driving forces behind the affiliation of the national economy (Kipkemoi, 2017). Most organizations in Kenya have started embracing supply chain practices through the realization that companies cannot compete efficiently in isolation without their suppliers or other entities but with supplier brand company and supplier brand company (Mollel, 2015).

Supply chain performance is regarded as a viable strategy that enhances an organization's procurement monitoring (Rodrigue, 2015). The strength of these measures in the success of any organization cannot be overlooked as it affects long term, short term, and operational planning and control (Rodrigue, 2015). Due to the growing complexity of supply chains, researchers have documented the need for measuring and monitoring the performance of those systems. Organizations need to employ an appropriate set of metrics to enable them to observe the progress in implementing strategies, identifying areas that need improvement, as well as comparing themselves with competitors and market leaders

and other non-governmental organizations (Corinne, 2015). This is necessary for audits on spend analysis, tenders, and contracts as they provide the necessary information for managers so they can make the right decisions at the right time.

Procurement practices and supply chain performance can be described as an activity that involved procurement monitoring as this form the basis of the study with addition in productivity and lead time (Leiyan, 2016). Organization procurement functions are guided by practices and activities that are entirely different hence divided into strategic and operational functions (Makabira & Waiganjo, 2014). The significant of procurement practices and supply chain performance have influenced some organizations to improve procurement practices through the use of technology such as; e-procurement, enterprise resource planning (ERP) that relates well with the varied technologies of electronic commerce such as documents imaging, workflow management, social media, electronic mail (email) enabling business process remodeling their activities and operations (Wanyama, 2012).

Problem Statement

With steadily increasing international competition, businesses face daily pressure to keep pace. A company's growth often depends on expanding into new markets, where managing the supply chain becomes even more difficult (Scipione, 2016). Businesses across supply chain struggle to keep products moving steadily and maintain positive cash flow. Procurement practices on organization have been characterized by high-level inefficiency, of poor procurement monitoring (Opio, 2016). These, nevertheless, make procurement practices critical in terms of procurement monitoring. The World Food Programme faced with highly constrained to achieve the desired of proper procurement monitoring which is encroached by various challenges which deter the organization from it (Bragg, 2018).

Hassan (2012) studied procurement practices in Kenya's public corporations. The study sampled 29 respondents who participated in the study. The

study concluded that there are several procurement practices prevalent at the National Social Security Fund (NSSF). The study further reveals that some practices were found not to be common such as proper risk management and the board not involved in auditing procured materials for defects. Rotich (2014) studied on Dynamic Procurement Practices and Supply Chain Performance of Supermarket in Kenya established that a larger proportion of respondents concur that the adoption of dynamic procurement practices influences the supply chain performance.

The challenges amongst many others include poor procurement monitoring and failure to adhere to the requirement of effective procurement practices and process. Procurement monitoring has been identified as one factor that can help an organization deal with the global supply chain (Amadeo, 2019). Procurement managers who provide their organization with proper guidelines tend to have more satisfied and committed of employees hence organization performance and productivity (Akhtar, 2019). Procurement monitoring is the most unique tool that an organization possess that cannot be compromised by procurement practitioners (Corinne, 2015). Organization supply chain performance depends on a competent, motivated and satisfied workforce (Ibrahim, 2016). Organization need to be very keen on these procurement practices and supply chain performance as the repercussions have been so detrimental for culprits.

Objective of the Study

The objective of this study was to examine the effect of procurement monitoring on supply chain performance at World Food Programme, Nairobi, Kenya.

LITERATURE REVIEW

Transaction cost theory

This theory, thus, remains to apply to the study as it captured the factors; cost control and quality of goods/services delivered that regulate the effect of monitoring procurement activities when

undertaking supply chain procurement practices (Dawson, 2016). This is quite ideal as the study is based on establishing the effect of procurement monitoring of supply chain performance. It also seeks to establish the effect of human relations policies regarding organizational performance (Bragg, 2018). Procurement monitoring and supply chain performances are alternative modes of governance (Andhra, 2015). In this sense, cost control can be regarded as a methodology to make procurement monitoring and supply chain performance of WFP decide about the best way of exploiting these alternative ways of procurement practices (Opio, 2016). In the case of cost of quality of goods and services delivered, it is better to organize production within the hierarchy, but when there is a possibility to separate the production process in various parts, goods and services of some of these parts may be the lowest cost option (Akhtar, 2019). In other words, procurement monitoring is concerned with the optimal way for a firm, or more generally, for a hierarchical agency, to solve the coordination problem (Butter, 2012).

Empirical Review

The empirical review examined procurement practices as a successful business concept. The study reviewed several studies related to the study variable. The competitive pressures fronting organizations have enabled procurement practices to integrate businesses across supply chain partners to succeed in the global competitive environment (Guner, 2018). Hence, procurement monitoring enabled organizations with the process of vetting, selecting suppliers, determining payment terms, contract negotiation, and the actual buying of products or services (Ibrahim, 2016). Procurement is the process through which one can influence supply chain performance of an organization. For a long time, organizations are now embracing procurement monitoring to stimulate the development and growth across businesses (Akhtar, 2019). For effective procurement monitoring such as cost control and quality of goods and services delivered initiates requests as an essential factor

that influences supply chain procurement practices and organizational performance.

Shoghari and Abdallah (2016) piloted a study that was conducted in Lebanon to analyze the impact of procurement monitoring on customer services. The study findings stated that the continuity of monitoring procurement activities contributes greatly to the success of the company. This includes; cost, quality, and speed of service, and thus, achieved in customer service as a mechanism leading to an increased market share, that is profits (Amadeo, 2019). The study concluded that effective management of the supply chain in terms of relations with its elements, integration, and interdependence of its operations, help in achieving the overall performance of the organizations.

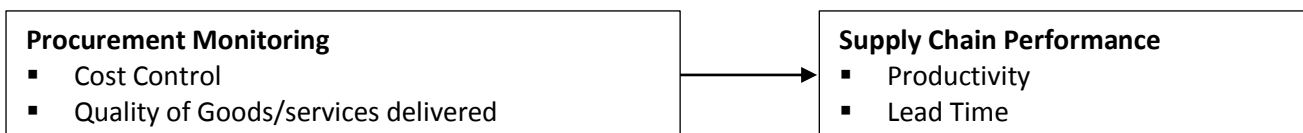
Supply chain performance is regarded as a viable strategy that enhances an organization's productivity and lead-time (Rodrigue, 2015). The strength of these measures in the success of any organization cannot be overlooked as it affects long term, short term, and operational planning and control (Rodrigue, 2015). Zhang and Okoroafo (2015) defined supply chain performance as the organization's ability to ensure minimum cost on logistics is delivered the right product at the right place at the right time. Opio (2016) reiterated that supply chain performance is highly influenced by macro factors namely procurement planning, procurement monitoring, and inventory management. Most organizations have shifted from individual organization performance to supply chain to improve bottom-line performance in the supply chain (Ibrahim, 2016). For instance, the World Food Program is considered a humanitarian organization that strives to ensure that the world is hunger-free through the distribution of food to the vulnerable and victims of war and natural disasters without segregation

Mwale (2014) carried out a study to determine the effect of supply chain management on organizational performance among large manufacturing firms in Kenya. The research design involved a cross-sectional survey of 46 large

manufacturing companies in Nairobi, Kenya. Data was collected using a questionnaire that was administered through a “drop and pick” method. The findings are presented in tables. There is a significant relationship between supply chain management and organizational performance. This explained by the independent variables, increasing inventory velocity, improvement in supplier performances, and compression of cycle time. The study only focused on the large manufacturing companies in Nairobi.

Opio (2016) viewed supply chain procurement practices as the interdependence of establishments that involved the upstream and downstream

relationships between the customers and the suppliers. The establishment of different processes and activities of supply chain practices that help to improve profit in the form of products and services delivered to the final consumer (Kipkemoi, 2017). Supply chain procurement practice is considered as a wide range of activities that are conveyed in an organization to enhance effective internal supply chain and improve performance (Wambui, 2017). For an international organization like WFP, procurement practices consist of supplier relationship management, a multi-level network which can be assessed by the head of departments /department, experts, professionals, and suppliers (Kimechwa, 2015).



Independent Variable

Dependent Variables

Figure 1: Conceptual Framework

Source: Author (2020)

METHODOLOGY

This research adopted/employed a descriptive research design. Descriptive research aims at describing the state of affairs as exist in the organization (Ndungu, 2019). The population in this research study comprised of 51 employees from the selected departments in the World Food Programme in Nairobi, Kenya. Inferential statistics and specifically simple regression analysis were employed to show the relationship between the variables. When using simple regression, one variable (dependent variable) is used on one independent variable. The equation that the researcher used to predict whether the independent variable would enhance the dependent variable was as follows:

$$Y = \beta_0 + \beta_1 X_1 + e$$

Where: Y= Supply Chain Performance

β_0 = Constant term

$\beta_1, \beta_2, =$ Beta co-efficient

X1= Procurement Monitoring

ϵ =Error term

RESULTS

The researcher administered 51 questionnaires out of which 41 were returned. These were used for data analysis. This represents a response rate of 80.4 %. This response rate is considered adequate for concluding regarding the study objectives. According to Creswell (2014) indicated that if the sample is well-chosen between 10-30 % of the population is adequate for generalization of the findings to the whole population. In assertion to the, 30% rate is adequate, 50 % good and above and 70 % and above is considered being very good.

Procurement Monitoring on Supply Chain Performance

The study sought to find out the influence of procurement monitoring on supply chain performance at World Food Program, Nairobi, Kenya. Table 1 below showed the findings. The response was based on a five-point Likert scale (1-

5). This means were computed and categorized as either high= 3 and above or low = below 2.85. The study asked the respondents to indicate the extent

to which they conquered with the statement on the effect of procurement monitoring on supply chain performance.

Table1: Influence of Procurement Monitoring Influence on Supply Chain Performance

Statements	N	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Deviation
Close supervision is done	41	0	0	4.9	53.7	41.5	4.37	.581
Supplier evaluation is done	41	0	0	26.8	53.7	19.5	3.93	.685
Post qualification is done	41	0	0	19.5	51.2	29.3	4.10	.700
Procurement systems are revised periodically	41	0	4.6	10	51.2	34.1	4.20	.679
Bottlenecks are identified and Mitigated	41	0	0	9.8	46.3	43.9	4.34	.656
Remedial measures are taken	41	0	7.1	10	51.2	31.7	4.15	.691
Aggregate	41						4.18	0.67

Source Survey data, 2020

According to the study findings above majority of the respondents are in agreement that procurement monitoring influence supply chain performance of an organization based on the aggregate mean of 4.18. Specifically the respondents agree that; close supervision is done (Mean =4.37), Supplier evaluation is done (Mean = 3.93), Post qualification is done (Mean = 4.10), procurement systems are revised periodically (Mean= 4.20) , Bottlenecks are identified and mitigated (Mean = 4.34) and remedial measures are taken with Mean = 4.15).

From the findings above it meant that procurement monitoring is vital to the success of an organization in that when the processes of procurement are closely analyzed and monitored then the loopholes that are found are easily identified and mitigated. Remedial measures are keen undertaken to ensure that procurement issues flow as desired.

These findings were in line with others researchers like Shoghari and Abdallah (2016) whose study findings stated that the continuity of monitoring

procurement activities contributes greatly to the success of the company. The study concluded that the successful management of the supply chain in terms of relations with its elements, integration, and interdependence of its operations, help in achieving the overall performance of the organizations. This includes; cost, quality, and speed of service, and thus, achieved in customer service as a mechanism leading to an increased market share, that is profits.

Simple Linear Regression

A simple linear regression model was employed to give a forecast supply chain performance of an organization. The forecast was done based on the effect of the independent variable; Procurement Monitoring and the dependent variable; supply chain performance. Regression analysis showed how the dependent variable supply chain performance is affected by the independent variable. This study came up with a model summary, and the regression coefficients model as shown in tables 2 below:

Table 2: The Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.742	0.629	0.529	0.5973

Source Survey data, 2020

From the table 2 above the results showed that the three independent variables explained 62.9% of supply chain performance as represented by the R Square value while other variable not included on this study explain the balance of the performance based on procurement practices of 37.1% thus, this is a good fit.

Results of the Pilot Study

The following were the results of a pilot test that was carried out to ensure the validity and reliability

of the data collection tools. 10 respondents were selected to take part in the pilot study selected from the targeted employees working for the Carrefour supermarket at the Hub Mall Karen, Nairobi, Kenya who were not part of the sample but had the requirements needed for inclusion in the sample. The 10 respondents were asked to fill in the questionnaire two experts on this area where also given the questionnaires to fill as reflected below in table 3 with the results explained after the table.

Table 3: Reliability Test Results

Variable	Number of items	Cronbach alpha values	Comment
Procurement Monitoring	9	0.725	Reliable

Source Pilot study, 2020

As per the results of the pilot study the Cronbach alpha values were all a value higher than 0.7 for all the independent variable which is Procurement monitoring (0.725) on supply chain performance. This indicated a high reliability and consistency among the independent variable' procurement monitoring on procurement practices effect on supply chain performance at World Food Programme, Nairobi, Kenya.

Coefficient Table

The multiple linear regression model adopted for this study to determine the relationship of the variables $Y = \beta_0 + \beta_1 X_1 + e$ with Y being the dependent variable (supply chain performance variable) being the intercept and β being the regression coefficients X_1 , and is the supply chain practices which is procurement monitoring.

Table 4: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
		B	Std. Error			
1	(Constant)	2.266	1.036		2.188	0.035
	Procurement Monitoring	0.631	0.104	0.589	4.161	0.020

The significance level at 5% of the independent variable was below 0.05 thus signifying that the variable is statistically significant. The finding shows a positive influence on supply chain performance by one procurement practices which is procurement monitoring. The regression values were $B_0 = 2.266$, $B_1 = 0.631$ respectively. This then meant the regression model was expressed as;
 $Y = 2.266 + X_1 0.631 + e$
 Where Supply Chain Performance = $2.266 + 0.631$ Procurement Monitoring.

Taking all factors constant at zero (0) in the above regression model equation the supply chain performance would be 2.266.
 $Y = 2.266 + 0.631 X_1$: The findings further mean that a unit increase in the procurement monitoring would increase the performance by 0.631.
 At 95% level of confidence procurement monitoring had a 0.020 level of significance. This means that procurement monitoring was the most significant supply chain process practice.

CONCLUSION AND RECOMMENDATIONS

Optimal Organizational performance is the aspired goal for any organization. In this study, the researcher investigated how procurement monitoring affected supply chain performance of an organization at world food programme, Nairobi, Kenya. Regarding the objective which sought to establish the effect of procurement monitoring on the performance of an organization, it was established that procurement monitoring was significant in enhancing supply chain performance of the world food programme in Nairobi, Kenya. The Head of departments clearly defined the necessary issues on their budgets that go hand in hand with the goals of the organization (Fayezi, 2015). This then ensures that the procurement monitoring is fully implemented. The openness of this process is key in ensuring that the financial resources of origination are effectively managed and thus bring to the overall success of an organization (Corinne, 2015). The management should ensure that procurement monitoring is well established regarding policies and place. Embracing technology is very key for competitive edging in the dynamic supply chain market sphere. The study findings, in general, depict that procurement monitoring enhances supply chain performance.

From the above findings, the respondents indicated that the tendering process for the firm should be open regardless of the magnitude of the goods and/or services intended to be procured. The study recommends that the World Food Program in Nairobi, Kenya, and other firms in this sector should evaluate various strengths and weaknesses of the prospective suppliers and service providers. There is a need to address the procurement monitoring and service delivery critical constraints that the private sector and donors face. The management must see its role as a facilitator not as a controller of economic activity. The management needs to develop effective service delivery systems in the departments by providing support for the sector to be effective. From the empirical literature review, the study recommended that there is a need for

initiatives to be taken for departments to create a sustained and stable working and living environment and to adjust to foreign technologies needed in the provision of service delivery. The study further recommended the use of information technology and supply chain management as critical components in optimizing decisions of the supply chain network flow for achieving organizational competitiveness, improving higher service, lowering inventory, cost control, supply chain, and reducing electronic risks. The findings also revealed that procurement monitoring is vital to the success of an organization in that when the processes of procurement are closely analyzed and monitored then the loopholes that are found are easily identified and mitigated. Remedial measures are keenly undertaken to ensure that procurement issues flow as desired. Improving the quality of goods, organizations should embrace the changes in the market of technology applications, such as enterprise resources planning, electronic data interface, and Barcoding to enhance the effective performance of an organization.

Areas for Further Research

The researcher recommended that a similar study be carried out on the World Food Programme in another country. Although the findings have established that procurement monitoring has a positive effect on supply chain performance. The study carried out only on selected departments and ranks of occupations at WFP, Nairobi, Kenya, hence difficult to generalize the results on other departments. World Food Programme is a global organization are their operations are different and operate within different environments. It is recommended that further research should be undertaken in other world food program firms in other countries for comparison purposes. Other researchers could also use other procurement practices not mentioned here. Another study could be carried out using other variable apart from procurement monitoring to establish their effect on organizational performance.

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