

# Effect of Supplier Coordination on Procurement Performance in the County Government of Nakuru

Willy Kandie Kiplagat<sup>1</sup> Nyaberi Duncan<sup>2</sup>

**ABSTRACT:** Effective procurement performance is crucial for ensuring the efficient delivery of public services and the optimal use of resources. However, procurement processes in many government institutions, including Nakuru County, often face challenges related to inefficiencies, delays, and cost overruns, which can be traced back to poor supplier relationship management therefore the study sought to assess the effects of supplier coordination on procurement performance in the county government of Nakuru. The study was informed by resource dependency theory, and balance score card model. The study adopted a descriptive research design. The unit of analysis was 10 departments in the County Government of Nakuru. The unit of observation was top and middle level employee working in procurement and finance departments. This included 35 procurement and 47 finance officers working in the 10 departments in the County Government of Nakuru. Census technique was used to incorporate all the study respondents. Primary data was collected using questionnaire. A pilot-test was conducted at Uasin Gishu County where 8 questionnaires were issued out to the procurement officers. Reliability was determined by use of Cronbach's Alpha. Quantitative data was analysed by use of Statistical Package for Social Sciences. Both descriptive and inferential statistics were used in the study. Descriptive statistics involved the use of percentages, frequencies mean and standard deviations. Inferential statistic involved the use of correlation analysis and multiple regression analyses. Correlation analysis was used to determine the nature of the relationship between variables. From the findings the study concluded that there is a positive and statistically significant correlation between supplier coordination and procurement performance ( $r=0.441$ ;  $p<0.05$ ). The study recommended that the County Government should adopt collaborative tools and technologies that facilitate seamless communication and information sharing with suppliers, and foster an environment that encourages suppliers to offer innovative solutions to enhance procurement processes.

**Key words:** Supplier coordination, procurement performance, County government

## I. INTRODUCTION

Supplier coordination is the systematic organization of activities and processes in the supply chain. It entails synchronizing production/operations, synchronizing delivery and optimizing resource utilization to ensure a seamless flow of goods from suppliers to the company and ultimately to customers, (Tengeh, & Grobbelaar, 2019). Efficient coordination minimizes disruptions and bottlenecks in the supply chain, ensuring that products are delivered to market on time and in the right quantities, (Aderounmu & Oni 2020). Effective communication is essential in SRM, as it facilitates the flow of information between the company and its suppliers. This includes not only regular updates on orders and deliveries but also clarity of product specifications, clarity on quality standards and clarity on delivery schedules, (Ibrahim & Enyi 2019). Open and transparent communication ensures that both parties are well-informed, enabling them to respond promptly to changes in demand, supply, or market conditions. Supplier cooperation extends beyond collaboration by emphasizing shared interests and goals, leading to win-win outcomes for both the company and its suppliers, (Muthoka & Njoroge, 2021). Cooperation involves joint problem-solving performance evaluation and continuous improvement.

Supplier coordination is a critical component of efficient and effective public procurement, and it plays a vital role in enhancing the performance of county governments across the globe, (Njoroge, 2018). For instance, In the United States, SRM is instrumental in driving performance improvement within governments. As a part of public procurement, SRM has gained prominence in optimizing the acquisition of goods and services, (Carter, 2018). By establishing robust relationships with suppliers, the United States achieves cost savings and efficient supply chain management. According

to the National Institute for Public Procurement (NIGP, 2021), effective SRM has contributed to a 20-30% reduction in procurement costs in the U.S. County governments Moreover, supplier performance management in the U.S. is often facilitated by the use of e-procurement systems and software, ensuring transparency and accountability.

India is increasingly recognizing the significance of SRM in government performance. While India's public procurement landscape is vast and diverse, several states and local governments have begun to adopt SRM practices to boost efficiency, (Eriksson & Grossi, 2019). A case in point is the e-Government Procurement (e-GP) system implemented by various states, like Karnataka, Maharashtra, and Andhra Pradesh. These states have seen improved supplier relationships, which have contributed to streamlined procurement processes and cost reductions. For example, Karnataka has reported substantial cost savings and better supplier performance in various e-GP projects (Government of Karnataka, 2021). This showcases the transformative power of SRM in the public procurement landscape of India.

Ghana is increasingly recognizing the significance of SRM in optimizing government performance. SRM has played a crucial role in enhancing the delivery of public services and infrastructure projects in Ghana, (Caniato & Ronchi 2019). By fostering collaboration with suppliers, the Ghanaian county governments have been able to execute projects more efficiently and cost-effectively. For example, the Ghana Public Procurement Authority reported substantial savings of GHS 145 million in 2020 through various procurement reforms and improved SRM practices (Public Procurement Authority, 2021). These cost savings and efficiency gains contribute to better performance and service delivery.

## **1.2 Statement of the Problem**

Effective procurement performance is crucial for ensuring the efficient delivery of public services and the optimal use of resources. However, procurement processes in many government institutions, including Nakuru County, often face challenges related to inefficiencies, delays, and cost overruns, which can be traced back to poor supplier relationship management (SRM). Despite the critical role of SRM in enhancing procurement outcomes, there is limited understanding of how the relationship between suppliers and the county government impacts overall procurement performance. This gap in knowledge has led to inconsistent supplier performance, inadequate supplier capacity, and misaligned goals between the county government and its suppliers, ultimately affecting the quality and timeliness of goods and services delivered to the public.

In 2023 the auditor general cited a number of procurement issues. The report stated the County is yet to develop the County valuation roll. Review of the current status of implementation of the project by the Department for Lands, Housing and Physical Planning revealed that the valuation roll is incomplete despite the full payment of the contract sum of Kshs.50,591,400 to the valuer made on 05 May, 2018. This was contrary to the contract agreement which provided final payment of 30% to be made upon completion and approval of the final draft of valuation report by the County Assembly. This was in breach of the procurement regulations and non-implementation of the valuation roll denies the County expected revenue therefore the study sought to assess the effect of supplier coordination on procurement performance in the county government of Nakuru.

## **Hypotheses of the Study**

**H0<sub>2</sub>:** Supplier coordination has no statistically significant effect on procurement performance in the county government of Nakuru

## **II. LITERATURE REVIEW**

### **2.1 Theoretical Review**

The study was informed by resource dependency theory, and balance score card model. Resource Dependency Theory (RDT) was developed by Jeffrey Pfeffer and Gerald Salancik in the 1970s, RDT posits that organizations depend on external resources such as information, technology, and expertise to achieve their goals. The theory suggests that these dependencies influence the behavior and decision-making of organizations, leading them to establish strategic relationships with suppliers, customers, and other stakeholders. The theory argues that organizations must manage their dependencies effectively to maintain control over critical resources and reduce vulnerability to external influences. Pfeffer and Salancik highlight the importance of understanding the power dynamics and interdependencies that shape relationships between organizations and their environment (Bryant & Davis, 2018).

The theory is relevant in explaining the effect of supplier collaboration and supplier coordination on procurement performance in the County Government of Nakuru because it emphasizes the importance of external

resources that organizations must acquire and manage to achieve optimal performance. In the context of procurement, the theory suggests that the County Government of Nakuru's reliance on suppliers for essential goods and services creates a dependency that can be strategically managed through collaboration and coordination. Effective supplier collaboration enables the county to secure critical resources more efficiently and reduce uncertainties in the supply chain. Similarly, supplier coordination ensures that the flow of materials and information between the county and its suppliers is seamless, minimizing delays and enhancing procurement performance. By managing these dependencies effectively, the County Government of Nakuru can improve procurement outcomes, ensuring that resources are available when needed and that costs are controlled, ultimately leading to better service delivery to the public.

The balanced scorecard (BSC) Model was developed by Robert Kaplan and David Norton (1992). The balanced scorecard is a strategy planning and performance management tool created by Kaplan and Norton. In short it allows managers to see how well their businesses are being run based on whether the objectives of the company are being met, by the monitoring of staff and the execution of planned activities. In order for a business to succeed it must set objectives in line with the overall mission and vision of the organization. The balanced scorecard suggests that it is not only financial performance that equates to a successful business. Therefore, it takes the perspectives of four different areas of the organization and monitors their performance based on their individual objectives, (Muralidharan, 2006).

The balanced scorecard model can enhance the procurement performance of County government by providing a comprehensive framework to assess and manage key aspects: the financial perspective, which evaluates revenue generation and budget management; the customer perspective, which gauges citizen satisfaction and service delivery; the internal processes perspective, focusing on operational efficiency and regulatory compliance; and the learning and growth perspective, measuring employee development and technological innovation to ensure that the County government efficiently and effectively serves its constituents and adheres to regulatory requirements while continuously improving its operations. Hence it helps in explaining the dependent variable of the study which is procurement performance in the county government of Nakuru.

### **2.2 Supplier Coordination on Procurement Performance**

Supplier coordination is crucial for optimizing procurement performance. Effective coordination with suppliers can streamline procurement processes, leading to reduced lead times for acquiring goods and services. By maintaining open lines of communication and aligning procurement schedules with supplier capabilities, county governments can minimize delays and improve overall procurement efficiency (Monczka et al., 2018). Coordinating procurement activities with suppliers allows county governments to leverage economies of scale and negotiate better terms and prices for goods and services. By consolidating purchases and coordinating procurement cycles, counties can achieve cost savings and maximize the value obtained from procurement expenditures (Hugos, 2018).

Close coordination with suppliers facilitates the establishment of clear quality standards and specifications for procured goods and services. By collaborating closely with suppliers to ensure adherence to quality requirements and regulatory standards, county governments can mitigate the risk of receiving substandard products or services (Handfield et al., 2019). Supplier coordination enables county governments to better manage risks associated with procurement activities. By maintaining regular communication and monitoring supplier performance, counties can identify potential risks, such as supply chain disruptions or quality issues, and implement timely mitigation strategies to minimize their impact on procurement performance (Cousins et al., 2019).

Collaborative coordination with suppliers fosters innovation and continuous improvement in procurement processes. By encouraging feedback, sharing insights, and exploring new solutions together, county governments and their suppliers can identify opportunities for process optimization, product innovation, and efficiency gains, leading to sustained procurement performance improvements (Caniato et al., 2019). Coordinated procurement activities enable county governments to respond more effectively to the needs and expectations of stakeholders, including citizens, internal departments, and other government agencies. By aligning procurement strategies with stakeholder requirements and priorities, counties can ensure that procurement decisions support broader organizational objectives and contribute to overall stakeholder satisfaction (Christopher et al., 2016).

Anderson and Turner (2019) conducted an analysis of 50 retail chains within Canada. Their research focused on supplier coordination's impact on retail performance. The findings indicated that effective supplier coordination enhanced inventory management, leading to improved retail performance. This is particularly relevant in the retail sector where timely and efficient supply chain operations are critical.

In the French fashion industry, Dubois and Leclerc (2020) carried out qualitative research, involving 30 fashion brands. Their research findings emphasized the importance of supplier coordination for fashion brand performance. Effective coordination within the supply chain led to cost efficiencies and timely production. This research highlights the significance of coordinating supplier relationships for success in the fashion industry.

Dlamini and Khumalo (2018) examined the South African mining sector through case studies of 10 mining companies. Their research delved into the impact of supplier coordination on the performance of these companies. The results demonstrated that supplier coordination improved the sector's performance by optimizing the procurement of essential materials. This study underscores the significance of coordination in resource-intensive industries. Wang and Li (2021) surveyed 80 technology firms in China to investigate the impact of supplier coordination on performance. Their research unveiled that effective coordination with suppliers was linked to better cost control and timely product development in the technology industry. These findings emphasize the importance of coordination in a rapidly evolving sector like technology, where product development timelines are crucial for success.

Davis and Williams (2022) conducted a comprehensive study within the U.S. technology sector, involving 150 technology firms. The research employed surveys, interviews, and financial data analysis to assess the impact of supplier coordination on performance. The findings indicated that effective supplier coordination positively influenced performance through improved product development and cost management. Lindberg and Eriksson (2023) conducted a mixed-methods study within the Swedish aerospace industry. The research involved surveys and case studies with 20 aerospace companies. The results highlighted the positive impact of supplier coordination on performance, specifically in terms of reducing production delays and improving product quality.

Nakamura and Suzuki (2021) conducted a study in the Japanese automotive industry, utilizing surveys and financial data analysis with 30 automotive manufacturers. The research demonstrated that supplier coordination positively influenced performance by reducing defects and improving supply chain efficiency in the automotive sector. Okafor and Mohammed (2020) conducted surveys and interviews with 50 companies operating in the Nigerian oil and gas sector. Their research explored the relationship between supplier coordination and performance. The findings revealed that effective coordination with suppliers had a significant impact on performance through streamlined procurement processes and improved safety standards.

Wanjiru, Kimani, and Muthoni (2020) conducted a study on the impact of supplier coordination on organizational performance was investigated within the context of a leading manufacturing company in Nairobi, Kenya. Adopting a mixed-methods research design, the study involved both qualitative and quantitative approaches. Through purposive sampling, a sample of 200 suppliers was selected. Data collection methods included interviews, surveys, and analysis of internal company records. Findings revealed a positive correlation between effective supplier coordination and improved organizational performance. Specifically, streamlined supply chain processes and reduced lead times were identified as key contributors to enhanced performance.

Njoroge and Odhiambo (2022) explored the effect of supplier communication and its influence on performance within the telecommunications sector in Kenya. Employing a cross-sectional design, the study gathered data from a stratified sample of 300 employees across different departments. Surveys and content analysis of communication channels were utilized as data collection methods. The results indicated that clear and open communication between suppliers and the organization positively impacted operational efficiency. Improved communication facilitated better understanding of requirements and specifications, leading to enhanced overall performance.

2.3 Conceptual Framework

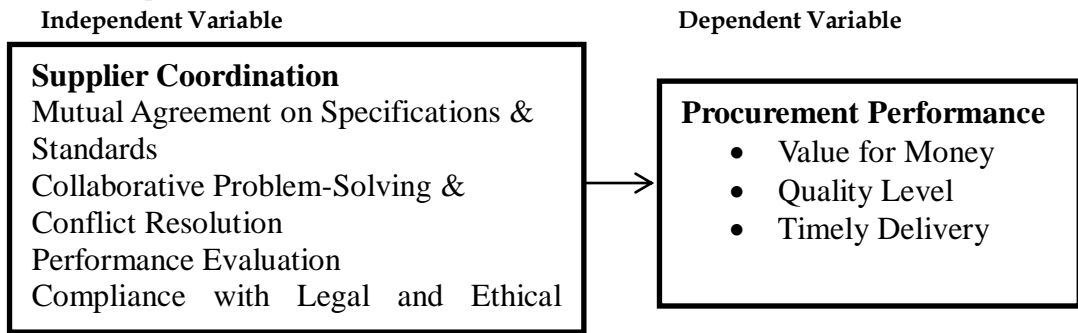


Figure 1 : Conceptual Framework

III. RESEARCH METHODOLOGY

The study adopted a descriptive research design. Descriptive research design is a type of research design that aims to systematically obtain information to describe a phenomenon, situation, or population. The unit of analysis was 10 departments in the County Government of Nakuru. The unit of observation was top and middle level employee working in procurement and finance departments. This included 35 procurement and 47 finance officers working in the 10 departments in the County Government of Nakuru. Since the population was small the researcher used census technique to incorporate all the 82 targeted respondents. The study was used primary data which was collected using questionnaire. A pilot-test was conducted in Uasin Gishu County where 8 questionnaires were issued out to the procurement officers. This represented 10% of the sample size

Data collected from the pilot study was not incorporated in the main study. This study sought to determine the content and construct validity of the research questionnaire by consulting the assigned university supervisor. The supervisor’s opinion was deemed sufficient in determining the instrument’s content validity. The process of reliability testing involved coding and entering of the data collected during the pilot study with the aid of the Statistical software. The entered data was then analyzed to establish the results of the Cronbach’s alpha coefficient. The study variables were considered upon returning coefficients equal to 0.7 or greater than 0

The data that was collected in this study was quantitative in nature. Quantitative data was analysed by use of Statistical Package for Social Sciences (SPSS) version 25. Both descriptive and inferential statistics were used in the study. Descriptive statistics involved the use of percentages, frequencies mean and standard deviations. Inferential statistic involved the use of correlation analysis and multiple regression analyses. Correlation analysis was used to determine the nature of the relationship between variables at a generally accepted conventional significant level of  $P < 0.05$ . Multiple regression analysis was employed to analyze the relationship between a single dependent variable and several independent variables. The findings of the study were presented in form of statistical tables.

IV. RESEARCH FINDINGS AND DISCUSSION

4.1 Response Rate

The researcher administered 82 questionnaires for data collection out of which 65 were filled and returned to the researcher. This represented 79% overall successful response rates.

Table 1: Response Rate

	Sample Size	Completely Filled	Non-Response Rate
Frequency	82	65	23
Percent (%)	100	79	21



**4.2 Supplier Coordination on Procurement Performance**

The researcher further sought to determine the effect of supplier coordination on procurement performance in the county government of Nakuru. The findings are indicated in Table 2

**Table 2: Supplier Coordination on Procurement Performance**

<b>Statement</b>	<b>S</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>Std</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>		
Establishing clear agreements on quality standards and specifications minimizes the risk of receiving substandard products or services	52	39	9	0	0	4.419	0.667
Establishing clear agreements with supplier minimizes the risk of delay delivery of products	37	31	19	13	0	3.887	1.073
A proactive approach to resolving procurement conflicts between the county and supplier prevent small issues from escalating into significant problems that could derail projects	44	40	6	10	0	4.177	0.932
Evaluating supplier performance allows the county government to identify strengths and weaknesses in its supplier network.	37	39	10	14	0	3.984	1.032
Evaluating supplier enables the county government to make informed decisions about which suppliers to retain	42	39	11	8	0	4.145	0.921
Effective evaluating supplier ensures that only the most reliable and effective suppliers are involved in procurement activities.	44	38	7	7	4	4.273	0.689

According to the findings 52% of the respondents strongly agreed that establishing clear agreements on quality standards and specifications minimizes the risk of receiving substandard products or services, 39% agreed while 9% were undecided that establishing clear agreements on quality standards and specifications minimizes the risk of receiving substandard products or services with a mean of 4.419 and the standard deviation of 0.667. The findings further indicated that 37% of the respondents strongly agreed that establishing clear agreements with supplier minimizes the risk of delay delivery of products, 31% agreed, 19% were undecided while 13% disagreed that establishing clear agreements with supplier minimizes the risk of delay delivery of products with a mean of 3.887 and the standard deviation of 1.073.

Also, the findings indicated that 44% of the respondents strongly agreed that a proactive approach to resolving procurement conflicts between the county and supplier prevent small issues from escalating into significant problems that could derail projects, 40% agreed, 6% were undecided while 10% disagreed that a proactive approach to resolving procurement conflicts between the county and supplier prevent small issues from escalating into significant problems that could derail projects with a mean of 4.177 and a standard deviation of 0.932. The study findings are in line with those of Caniato et al., (2019) who revealed that effective interdepartmental coordination ensures that information related to procurement needs, supplier performance, and requirements is communicated clearly across departments. This reduces misunderstandings and ensures that everyone is on the same page.

Further 37% of the respondents strongly agreed that evaluating supplier performance allows the county government to identify strengths and weaknesses in its supplier network, 39% agreed, 10% were undecided while 14% disagreed that evaluating supplier performance allows the county government to identify strengths and weaknesses in its supplier network with a mean of 3.984 and a standard deviation of 1.032. Moreover, 42% of the respondents strongly agreed that evaluating supplier enables the county government to make informed decisions about which suppliers to retain, 39% agreed, 11% were undecided while 8% disagreed that evaluating supplier enables the county government to make informed decisions about which suppliers to retain with a mean of 4.145 and a standard deviation of 0.921.

Additionally, 44% of the respondents strongly agreed that effective evaluating supplier ensures that only the most reliable and effective suppliers are involved in procurement activities, 38% agreed, 7% were undecided, 7% disagreed while 4% strongly disagreed that effective evaluating supplier ensures that only the most reliable and effective suppliers are involved in procurement activities with a mean of 4.273 and a standard deviation of 0.689.

According to Handfield (2019) synchronizing delivery ensures that products or materials are delivered according to a planned schedule, minimizing lead times and ensuring that inventory levels are optimal.

**4.3 Procurement Performance**

The respondents were asked to indicate their level of agreement on procurement performance in the county government of Nakuru. The findings are presented in Table 3

**Table 3 : Procurement Performance**

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Deviation
The cost of county government projects and services is justified by the value they deliver to the community	64	29	2	5	0	4.403	0.778
Investments made by the county government yield good returns in terms of value for money	54	30	8	5	3	4.307	0.738
The county government of Nakuru consistently maintains a high level of quality in its projects and services	38	38	4	11	9	4.145	0.807
The community receives services and projects from the county government that meet or exceed expected quality standards	43	34	7	5	11	4.387	0.869
The county government of Nakuru consistently delivers projects and services on time	48	35	6	11	0	4.005	0.977

According to the findings, 64% of the respondents strongly agreed that the cost of county government projects and services is justified by the value they deliver to the community, 29% agreed, 2% were undecided while 5% disagreed that the cost of county government projects and services is justified by the value they deliver to the community with a mean of 4.403 and a standard deviation of 0.778. Furthermore, 54% strongly agreed that investments made by the county government yield good returns in terms of value for money, 30% agreed, 8% were undecided, 5% disagreed while 3% strongly disagreed that investments made by the county government yield good returns in terms of value for money with a mean score of 4.307 and a standard deviation of 0.738. Furthermore, 43% strongly agreed that the county government of Nakuru consistently maintains a high level of quality in its projects and services, 34% agreed, 7% were undecided, 5% disagreed while 11% strongly disagreed that the county government of Nakuru consistently maintains a high level of quality in its projects and services with a mean 4.145 and a standard deviation of 0.807. According to Christopher et al., (2016), the value for money evaluates whether resources are used efficiently and effectively to deliver the best possible results. This involves not just getting the lowest price but also considering the quality, timeliness, and overall performance of goods and services.

Further, 43% of the respondents strongly agreed that the community receives services and projects from the county government that meet or exceed expected quality standards, 34% agreed, 7% were undecided, 5% disagreed while 11% strongly disagreed that the community receives services and projects from the county government that meet or exceed expected quality standards with a mean of 4.145 and standard deviation of 0.807. In addition, 48% of the respondents strongly agreed that the county government of Nakuru consistently delivers projects and services on time, 35% agreed, 6% were undecided while 11% disagreed the county government of Nakuru consistently delivers projects and services on time with a mean of 4.005 and a standard deviation of 0.977. According to Krause et al., (2016), timely delivery ensures that materials and services are available when needed, preventing delays in production or project execution. This helps maintain smooth operations and avoid costly interruptions or downtime.

**4.4 Correlation Analysis**

Correlation is a technique for investigating the relationship between two quantitative, continuous variables. The study adopted Pearson correlation analysis. Pearson's correlation coefficient (r) a measure the strength of the association between the two variables.

**Table 4: Correlation Matrix**

		Supplier Coordination
	N	65
<b>Procurement Performance</b>	Pearson Correlation	.441
	Sig. (2-tailed)	.006
	N	65

The finding revealed that there was a positive and statistically significant correlation between supplier coordination and procurement performance ( $r=0.441$ ;  $p<0.05$ ). This implies that better supplier coordination enhances procurement performance in the county government of Nakuru. The study findings are in line with Yin, Liu and Qu (2019), who indicated that improved coordination helps ensure that suppliers deliver goods and services on schedule, reducing delays and disruptions in operations\

**4.5 Regression Analysis**

Table 5 shows the overall significant test results for the hypothesized research model.

**Table 5 : Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.048	.165		.270	.763
Supplier Coordination	.233	.081	.245	2.877	.016

The interpretations of the findings indicated follow the following regression model.

$$Y = 0.048 + 0.233 X_1 \dots \dots \dots 4.1$$

From the table above, a unit increase in supplier coordination would lead to a 0.233 improvement on procurement performance in the county government of Nakuru. The study findings are in line with Caniato et al., (2019) who concluded that improved coordination with suppliers allows for better forecasting and inventory management, reducing excess stock and stockouts. Building strong relationships through coordination leads to more reliable and collaborative partnerships, which can benefit future procurement efforts.

**Table 6: Summary Table**

Hypothesis	Findings (Sig)	Decision
H0 <sub>1</sub> : Supplier coordination has no statistical significant effect on procurement performance in the county government of Nakuru	.016	Reject Null Hypothesis

**V. CONCLUSIONS AND RECOMMENDATIONS**

**5.1 Conclusions of the Study**

The study further concluded that that there is a positive and statistically significant correlation between supplier coordination and procurement performance ( $r=0.441$ ;  $p<0.05$ ). Supplier coordination ensures that the timing and quantity of supplies align with the county government's procurement schedules and project timelines. This alignment reduces the risk of overstocking or stockouts, as suppliers can adjust their delivery schedules based on real-time needs and forecasts provided by the county. As a result, the procurement process becomes more streamlined, minimizing delays and ensuring that goods and services are available precisely when needed. Effective coordination facilitates clear and ongoing communication between the county government and its suppliers. Regular updates and



information sharing help both parties stay informed about any changes in requirements, delivery schedules, or potential issues. This open dialogue allows for quick resolution of any misunderstandings or problems, leading to smoother operations and fewer disruptions in the supply chain.

## **5.2 Recommendations of the Study**

Regarding supplier collaboration the county governments should establish a formal supplier collaboration policy that mandates involving key suppliers in strategic decision-making processes, particularly in long-term procurement planning. This policy should outline the roles and responsibilities of suppliers and ensure their input is considered in procurement decisions. In addition, the county government should conduct regular supplier forums and workshops should be held to foster a collaborative environment. These meetings should focus on co-creating value, solving challenges together, and building long-term partnerships. Supplier performance reviews should include collaboration efforts as a key metric.

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