



**ROLE OF SUSTAINABLE PROCUREMENT PRACTICES ON CORPORATE
GOVERNANCE IN THE KENYAN PUBLIC TRANSPORT SECTOR: A CASE OF
KENYA PORTS AUTHORITY**

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Abstract

The main purpose of the study was to examine the role sustainable procurement practices play on corporate governance in the Kenyan public transport sector organizations. The study used a case study research design. The study used Kenya Ports Authority based in Mombasa County as a case study. The target population for this study comprised of staff at Kenya Ports Authority (KPA) headquarters in Mombasa County and precisely from Procurement, Finance, ICT, Operations, Human Resources and the Transport Departments and analyzed using SPSS. The study adopted a stratified random sampling technique when selecting the sample, with a sample size of 84 employees from afore mentioned departments at KPA. Data was collected mainly through questionnaires. A descriptive statistics were used in this study supported by Statistical Package for Social Sciences (SPSS) version 21 to compute respondents' answers in percentages form. The study equally applied inferential statistics by using multiple regression as well as correlation analysis to determine the relationship that exists between the research variables. ANOVA test was applied in the study to establish the statistical significance of the type of relationship that exists between the variables. The study revealed that sustainable procurement practices statistically significantly predicted corporate governance in Kenyan public sector organizations', $F(4,61) = 490.899, p < .05, R^2 = .97$. The study recommends that the legislature should come up with laws to administrate sustainable procurement and they need to be enforced to improve compliance.

Keywords: Sustainable Procurement, Corporate Governance, Supply Chain Management, Ecological Footprint, Transparency, Sustainability, Environmental Management

1. INTRODUCTION

Based on Public Procurement and Asset Disposal Act (2015), procurement is defined as the acquisition through lease, hire purchase, purchase, rental, franchise, tenancy, license, or through some other contractual ways works, services, assets, or goods comprising of livestock or any form permutation that includes advisory, processing, and planning within supply chain system.

Governments spend between 12% to 30% of their GDP buying goods, services and infrastructure, goods and services typically account for 10-15% of GDP for developed countries and as much as 25-30% for developing countries (OECD, 2011). This clearly indicates the power of the public purse as an enabler in ensuring markets transition towards a greener economy. It is important to note however, that the current world consumption and production levels are estimated to be 25 percent higher than the capacity that can be sustained by the world (Schaefer *et al.*, 2006).

According to The Sustainable Procurement Taskforce National Action Plan (2007), sustainable procurement is known as investment and purchasing process that focuses on environmental, economic, and social effects of an organization's expenditure. Sustainable procurement gives organizations the opportunity to satisfy their wants for services, goods, construction activities, as well as utilities to attain the money value on a entire life basis by generating positive results to the firms as well as the society and the economy, while at the same time being within the environment's carrying capacity (DEFRA, 2006).

The sustainability concept can be argued as the first to emerge in the conventional conversation that took place in 1972, all through the United Nations Conference that was on the Human Environment. When severe environmental issues were being discussed with regard to industrial development as well as practices on various issues, which included pollution, deforestation, and using poisonous pesticides (CIPS, 2013).

The 1992 Rio Declaration on Environment and Development refined these ideas and it is where social justice together with the human rights issues like peace, poverty, child labour, the role of women and the plight of indigenous peoples were overtly included in the combination. The three dimensional perspective of sustainability, which include economic, social, and environmental subsequently was extensively practiced, and by 1997, the term "triple bottom line (TBL)," was created by renowned John Elkington to emphasize the need for organizations and nations to determine performance level in the 3 dimensional perspective (CIPS, 2013)

Most people consider sustainability to be the efforts being put to reduce carbon footprint, harmonized by minimizing waste as well as water conservation through communication, innovation, along with best practices. Sustainability, from the businesses perspective, means taking part in business with the aim of meeting human needs without necessarily degrading the environment, depleting resources, and without compromising efforts put to conserve nature. In this study, the terms 'sustainable' together with 'green' is

interchangeably used as also used by Van den Broek, 2010).

2. STATEMENT OF THE PROBLEM

Sustainability remains to be an emerging business mega trend that is continues to create elemental shift in the competitive landscape as pointed out in the by Lubin and Esty (2010) and it is becoming an essential driver of innovation at a very fast rate (Nidumoluet *al.*, 2009). Consequently, all businesses that deal with supply chain are taking into consideration the espousal of an assortment of sustainability initiatives with the aim of achieving competitive advantage, or as a minimum maintaining a competitive parity.

Transport sector in Kenya is a very vital sector since it facilitates most of the other sectors. The sector is made up of road, railway, pipeline, air, and maritime sub sectors. Kenya Ports Authority being one of the maritime transport sub sector is a state corporation with the responsibility to operate, maintain, regulate and improve all scheduled seaports on the Indian Ocean coastline of Kenya. Container traffic throughput at KPA has been on the rise and grew by 11.6 percent from 894,000 Twenty Foot Equivalent Units (TEU) in 2013 to 1.012 million Twenty Foot Equivalent Units (TEU) in 2014 (KNBS, 2015).

Despite the generally strong growth recorded in the last couple of years, the port is operationally inefficient by international standards. The port has therefore embarked on several infrastructural expansion projects in order to increase its capacity. Infrastructure is crucial for enhancing economic progress and poverty reduction. Equally, the choices regarding type as well as scale of infrastructure investment have significant repercussions for environmental

sustainability. Furthermore, infrastructure expansion has been done at the expense of the environment and it complicates responses to the longer-term challenge of climate change. Such observations highlight the complexity in building, planning, as well as maintaining infrastructure for socio-economic progress together with the environmental sustainability (Kidere, n.d., Para.11).

Kenya ports authority faces a myriad of corporate governance challenges, which needs to be addressed. President of the Republic of Kenya, Uhuru Kenyatta when launching the first phase of the second container terminal at KPA asserted, “The biggest threat for Mombasa port is cargo theft and illegal trade.” He said, “Some employees of the Kenya Ports Authority (KPA), Kenya Revenue Authority KRA, and police were colluding with unscrupulous businessmen to steal cargo from the port.” Recently, more than 15 people including KRA, KPA, Kenya Bureau of Standards (KEBS) workers, and a clearing agent were charged in Mombasa in connection to the disappearance of containers and alleged tax evasion (Sanga, 2016).

It is in light of these realizations that this research proposal paper tries to explore the role of sustainable procurement practices on corporate governance in the Kenyan public Transport sector. This research is intended to bridge the existing knowledge gap by carrying out a survey on public transport sector organization in Mombasa with KPA as a case study so as to establish the extent of sustainable procurement practices adoption with an effort to enhance good corporate governance.

3. OBJECTIVES OF THE STUDY

The general objective of this study was to explore the role of sustainable procurement practices on corporate governance in the Kenyan public transport sector. Specific objectives of this study are as follows;

- i) To determine the role of corporate social responsibility on corporate governance in the Kenyan transport sector organizations.
- ii) To establish the role of environmental purchasing on corporate governance in the Kenyan public transport sector organizations.
- iii) To establish the role of responsible procurement on corporate governance in the Kenyan public transport sector organizations.
- iv) To determine the role of technology on corporate governance in the Kenyan public transport sector organizations.

4. THEORETICAL BACKGROUND

This section consists of theoretical orientation and relevant empirical review obtained from previous studies. The study was carried out to analyze the role sustainable procurement practices on corporate governance in Kenyan public sector organizations.

4.1 Ecological Modernization Theory

According to Spaargaren and Mol (1992), ecological modernization theory (EMT) is founded in sociological theory before being developed into policy as well as organizational theories. As a methodical eco-innovation theory, EMT is inclined in the realization of industrial development along with environmental protection through technological development, innovation, and modernity as pointed out by Janicke, (2008),

Murphy alongside Gouldson (2000). As for Murphy (2000), EMT is extensively used when explaining government environmental planning along with the reorganization of production by the dominant manufacturers.

4.2 Sustainable Development Theory

Jenkins (2008) argues that sustainability ideas became public after 1972 details, "Limits to Growth," which was done by the international think tank Club of Rome. On the other hand, World Conservation Strategy coined by the International Union for Conservation of Nature while collaborating with the U.N. Environment Program together with the World Wildlife Foundation, tried to ensure that sustainability becomes a yardstick of international practices in the years of 1980. Theories of sustainability are considered efforts being put to integrate or prioritize social reactions to cultural and environmental issues. Economic model thinks of ways of sustaining financial capital and nature: an ecological model consider diversity in biological and ecological veracity; whereas political model considers to social systems that understand human dignity. Religion has become part of the debate with critical, symbolic, and motivational resources required for cultural change.

4.3 Principal Agent Theory

Agency relationship as defined by Jensen and Meckling (1976) is "a contract under which one or more persons (principals) engage another person (the agent) to perform some service on their behalf which involves delegating some decision-making authority to the agent." In most cases, agency theory is useful in public contracting. According to Eisenhardt (1989), situations happen in cases where considerable conflict of interest occurs between principals

and agents, and adequate result uncertainty to prompt the risk insinuations of the theory. It is mostly related to public procurement practices because staff could be having incompatible

interests differing with the outlined procedures consequently distressing the application of green procurement as advocated in the 2009 Public Procurement Policy.

Conceptual Framework

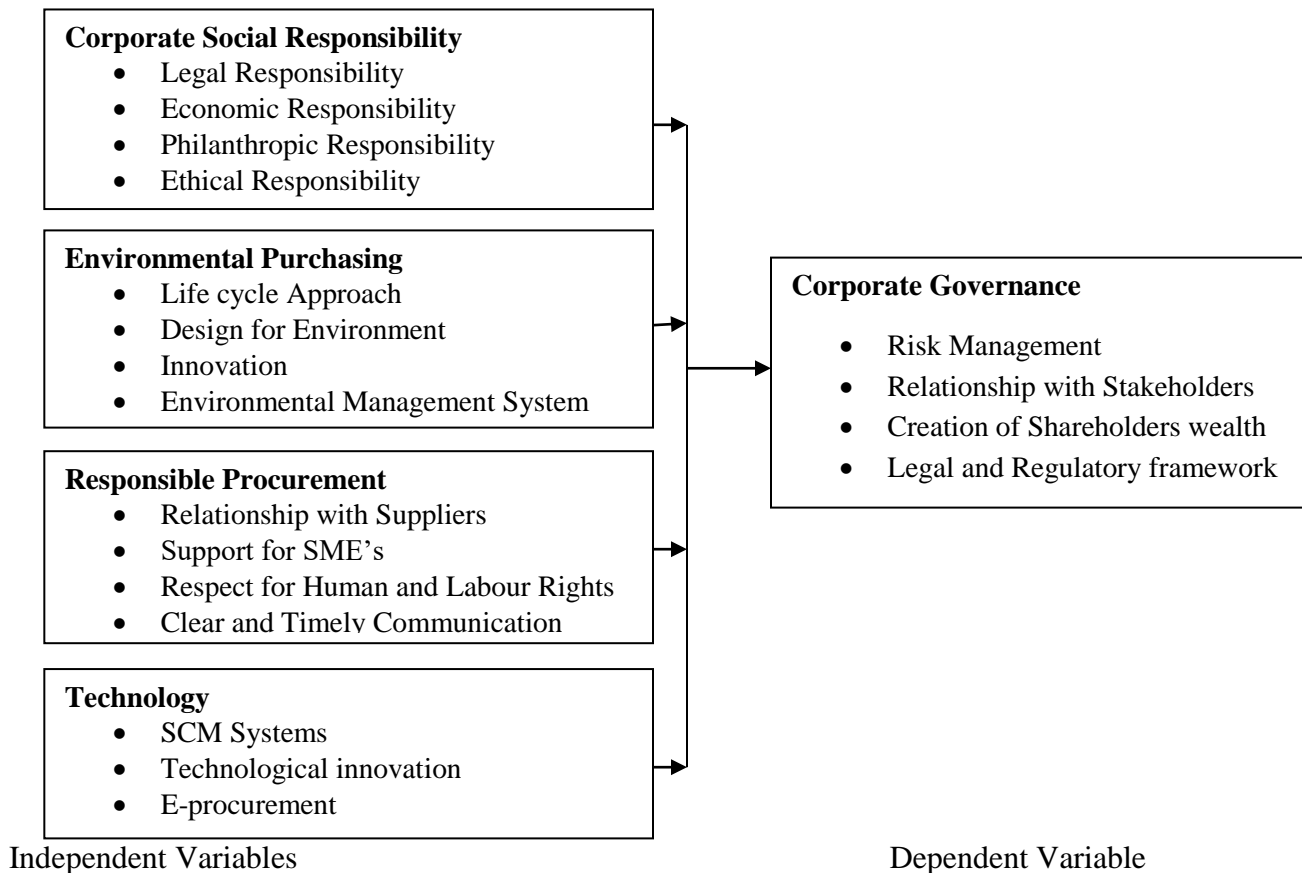


Fig 1: Conceptual framework

5. RESEARCH METHODOLOGY

The study adopted a case study research design. A case study is known to be an empirical inquiry that “investigates a contemporary phenomenon within its real-life context especially when the boundaries between phenomenon and context are not clearly evident” (Yin, 2003). The target population of interest in this research work consisted of 510 staff members at Kenya Ports

Authority (KPA) headquarters in Mombasa County and precisely from Procurement, Finance, ICT, Operations, Human Resources, and the Transport Departments. Using Nassiuma (2001) formula, with a confidence level of 95%, coefficient of variation of 0.5 and precision level of 5%, the sample size of 84 employees was selected. The study adopted a stratified random sampling technique in selecting the sample. Both quantitative and qualitative data were collected in this study.

Data was collected mainly through questionnaires. The questionnaires used in this study comprised of open and close-ended questions. The study also used secondary sources of information such as published reports, articles, and journals.

6. RESEARCH FINDINGS AND DISCUSSION

The study sought to investigate the role of sustainable procurement practices on corporate governance in the Kenyan public transport sector. Specifically the study looked at corporate social responsibility aspects, environmental purchasing aspects, responsible procurement aspects, and use of technology in procurement. This chapter presents the empirical findings as well as the results of the application of the variables using Kenya Ports Authority as a case study. Data was analyzed, results interpreted based on the overall objectives of the study.

6.1 Pilot Study Results

Pilot study conducted to pretest the tool for data collection for validity and reliability. The validity of the questionnaires was determined through a method known as construct validity method. Construct validity on the other hand can be defined as the degree to which test measures the intended hypothetical construct (Mugenda, 2003).

The study dealt with different groups of experts in procurement field and issued them with the questionnaires. The experts were required to evaluate if the questionnaires helps in determining the role of sustainable procurement practices on corporate governance in Kenyan public transport sector.

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The recommendations from the procurement management experts were used to improve on data collection instruments.

In assessing reliability of the instruments used to conduct this study, test-retest reliability method was used. Eight questionnaires were administered in six different departments at KPA at two different times within an interval of one week. A test-retest correlation flanked by the two sets of scores was computed. This was characteristically done by graphing the data in a scatterplot and computing Pearson's r coefficient. The correlation coefficient between two sets of scores of eight employees at KPA in six different departments administered two times, a week apart was $+0.95$. Generally, a test-retest correlation of $+0.80$ or greater is believed to indicate good reliability.

6.2 Descriptive Analysis

6.2.1 Corporate Social Responsibility

The study sought to establish the role of corporate social responsibility principles on corporate governance in the Kenyan public transport sector. Most of the respondents approved to the fact that corporate social responsibility affects corporate governance in the Kenyan public transport sector organizations. This are evident where 39.4 percent agreed largely that corporate social responsibility affects corporate governance. Of those responding on economic responsibility, that 42.4 percent to a very large extent agreed. When asked whether philanthropic (social) responsibility affects corporate governance in the Kenyan public transport sector, 48.5 agreed largely. On ethical responsibility, 40.9 percent agreed largely.

These findings are in tandem with O'Connor (2005) suggestion on CSR to the individual owned sector that business should surpass the solely economic contemplations, and above sternly legal responsibilities, be grateful for the social as well as environmental externalities drawn in its operations, which include its supply chain. Inclusion of social as well as environmental issues in the public procurement looks like it involves a similar recognition of responsibility by government.

6.2.2 Environmental Purchasing Aspects

To examine the influence of environmental purchasing aspects on corporate governance in the Kenyan public transport sector, the study rated key environmental purchasing aspects in supply chain management. These included a design for environment, life cycle approach, environmental management system, monitoring and reporting environmental purchasing activities and encouraging innovation.

Analysis results on environmental purchasing aspects indicated that on life cycle approach, 42.4 percent largely agreed that sustainable procurement influences corporate governance. When the opinion of the respondents was sought whether design for environment as a sustainable procurement practice influences corporate governance in the Kenyan public transport sector, 39.4 percent largely agreed. On adoption of environmental management systems as a sustainable procurement strategy majority of the respondents 40.9 percent largely agreed. On monitoring and reporting on environmental purchasing activities, the majority (40.9 percent) of the respondents indicated the same. Lastly, on innovation as a

sustainable procurement practice 39.4 percent largely agreed.

Johanna (2008) argues that as knowledge relating to environmental damage becomes more, the pressure to change the methods of organizations behaviors equally increases, chiefly among the manufacturing, resources sectors, and mining supports the findings of this study, hence supporting the findings by Avery (2005) that companies need to involve suppliers in their activities, monitor the environmental influence of suppliers, and come up with environmental purchasing guidelines that intends to lower the environmental effects of business and their supplier's goods, and services.

6.2.3 Responsible procurement Practices

Analysis results on responsible procurement practices indicated good relationship with suppliers as a sustainable procurement practice influences corporate governance in the Kenyan public transport sector organizations, the majority (43.9 percent) largely agreed. On clear and timely communication, that 25.8 percent largely agreed. On sustainable prices, the majority (39.4 percent) of the respondents indicated the same. On clear lead times and payment to suppliers as a sustainable procurement practice, the majority of the respondents (37.9 percent) largely agreed on respect for labor and human rights in the supply chain, that the majority (40.9 percent) agreed largely. On support for small and medium sized enterprises (SME's) as a sustainable procurement practice, the majority (40.9 percent) agreed largely.

The findings infer with Public Procurement Oversight Authority (PPOA) report (2014) that

public buying in Kenya has been used as a medium to realize a variety of social goals, such as lowering unemployment, offering employment to disabled individuals, youth, and women and to areas that are marginalized and other regions in the country, providing ethnic equality, promoting gender.

6.2.4 Use of Technology in Procurement

On the role of modern technology on enhancing corporate governance in the Kenyan public transport sector organizations, 45.5 percent of the respondents indicated that use of technology has enhanced transparency at KPA. On accountability, the majority (42.4 percent) largely agreed. On risk management as a corporate governance principle, 43.9 percent agreed to the same in a very large extent. On enhancing a good working relationship with all stakeholders the majority (37.9 percent) agreed largely. On enhancing organization reputation, the majority (40.9 percent) indicated largely. On ethical business conduct as a corporate governance principle, 42.4 agreed largely. On effective business control environment, 42.4 agreed largely.

The findings of this study are in harmony with Aberdeen (2005) argument that procurement experts needs to discover and execute technology that helps the procurement procedure and aides the general strategy of the organization. In fact, the technology needs to come up with measureable outcomes that are connected to Return on Investment, which all about reducing cost of transaction, enhanced efficient process, a decreased or riddance in “maverick spending”, improved transparency, increased contract compliance, improved inventory costs, reduced cycle times. Technology is capable of

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increasing supplier right of entry to bid opportunities, which can cause stiff competition, inclusion, and diversity of suppliers.

6.2.5 Corporate Governance

The research sought to establish respondents agreement level with the following statements in regard to corporate governance in the Kenyan public transport sector organizations; corporate governance reduces risk exposure of the Kenyan public transport sector organizations, corporate governance enhances good relationship with stakeholders, corporate governance enhances compliance with legal and regulatory framework governing public sector transport organizations, good corporate governance improves organization reputation, and lastly, corporate governance enhances long term organizations’ sustainability.

From the study findings, 48.5 percent of the respondents pointed out that corporate governance reduce risk exposure of the Kenyan public transport sector organizations largely; these findings are in tandem with Drew and Kendrick (2005) argument that poor corporate governance is a major source of enterprise risk. On enhancing good relationship with the stakeholders, the majority (40.9 percent) agreed largely. On enhancing compliance with legal and regulatory framework governing public sector transport organizations, 42.4 percent agreed largely. 50 percent of the respondents showed that good corporate governance improves organizations’ to a very large extent while 42.4 percent agreed to a very large extent that corporate governance enhances long term organizational sustainability. International Finance Corporation (2013) supports the findings of

this study that better corporate governance increases the probability that the enterprise will gratify the justifiable claims of all stakeholders and accomplish its environmental and social responsibilities. Consequently, it promotes long term, sustainable growth of client companies

7. Correlations of Study Variables

Correlation coefficient is known as a solitary number that describes the degree of the relationship between two or more variables. On the other hand, a Pearson correlation shows strength, direction, and significance of the bivariate relationship of two variables.

Table 1 below indicated that corporate social responsibility and corporate governance have

significant and strong positive linear relationship as attributed by Pearson correlation coefficient of 0.967 and p-value of 0.000. The correlation matrix table shows presence of strong and significant positive relationship between environmental purchasing and corporate governance (r=0.862, p=0.000). Responsible procurement and corporate governance also displayed a strong, positive, and significant relationship with a Pearson correlation coefficient of 0.882 and a p-value of 0.000, likewise use of technology in procurement and corporate governance had a strong, positive, and significant linear relationship as attributed by Pearson correlation coefficient of 0.909 and a p-value of 0.000.

Table 1: Pearson Correlation

	Corporate social responsibility	Environmental purchasing	Responsible procurement	Use of technology in procurement	Corporate governance
Corporate social Responsibility Pearson Correlation Sig. (2-tailed)	1	.862** .000	.882** .000	.869** .000	.967** .000
Environmental purchasing Pearson Correlation Sig. (2-tailed)	.862** .000	1	.927** .000	.854** .000	.913** .000
Responsible procurement Pearson Correlation Sig. (2-tailed)	.882** .000	.927** .000	1	.932** .000	.945** .000

Use of technology in procurement	Pearson Correlation	.869**	.854**	.908**	1	.909**
	Sig. (2-tailed)	.000	.000	.000		.000
Corporate governance	Pearson Correlation	.967**	.913**	.945**	.909**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

b. Listwise N=66

7.1 Regression Analysis Results

A multiple linear regression analysis was done to examine the relationship of the independent variables with the dependent variable. The adjusted R² is the coefficient of determination. The model summary table shows that four predictors can explain 96.8 percent of change in corporate governance

namely corporate social responsibility, environmental purchasing, responsible procurement, and use of technology in procurement an implication that the remaining 3.2 percent of the variation in corporate governance could be accounted for by other factors not involved in this study

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.983 ^a	.97	.968	.208

a. Predictors: (Constant), Use of Technology in procurement, Environmental Purchasing, Corporate Social Responsibility, Responsible Procurement

The results of Analysis of variance (ANOVA) for regression coefficients are shown in Table 3. The analysis results revealed that the significance of F statistics is 0.00, which is less than 0.05. This implies that there is a significant relationship between sustainable procurement practices

and corporate governance. This was done to establish the fitness of the model used. The ANOVA table shows that the F-ratio (F=490.899, p=.000) was statistically significant. This means that the model used was appropriate and the relationship of the

variables shown could not have occurred by chance.

Table 3: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	84.820	4	21.205	490.899	.000 ^b
Residual	2.635	61	.043		
Total	87.455	65			

a. Dependent Variable: Corporate governance

b. Predictors: (Constant), Use of technology in procurement, Environmental purchasing, Corporate social responsibility, Responsible procurement

The researcher carried out a multiple regression analysis to establish the relationship between sustainable procurement practices and the four variables. Multiple regression analysis was used to establish whether independent variables; corporate social responsibility (X1), environmental purchasing (X2), responsible procurement(X3) and use of technology in procurement (X4), affect the dependent variable (Y) which is corporate governance. The model used for the regression analysis was expressed in the general form as given below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

As per the SPSS generated, the established regression equation was:

$$Y = 0.64 + 0.494X_1 + 0.228X_2 + 0.201X_3 + 0.72X_4$$

Where; Y= Corporate governance

B₀= Constant (coefficient of intercept)

$\beta_1 \dots \beta_4$ = Regression coefficients of four variables

X₁= corporate social responsibility

X₂= Environmental purchasing

X₃= Responsible purchasing

X₄= Use of technology in procurement

Based on the regression equation recognized and when everything is put into account (corporate social responsibility, environmental purchasing, responsible procurement, and use of technology in procurement) constant at zero, sustainable procurement practices on corporate governance will be 0.64.

At 5% level of significance and 95%, level of confidence, corporate social responsibility, and environmental purchasing significance level was 0.000, responsible procurement showed a 0.014 level of significant, use of technology in

procurement showed a 0.280 level of significance and hence the most significant

factors are corporate social responsibility and environmental purchasing.

Table 4: Coefficient of Determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.064	.092		.700	.486
	Corporate Social Responsibility	.494	.062	.510	7.969	.000
	Environmental Purchasing	.228	.046	.239	4.940	.000
	Responsible Procurement	.201	.079	.204	2.534	.014
	Use of Technology in Procurement	.072	.066	.072	1.090	.280

a. Dependent Variable: Corporate governance

8. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The study sought to explore the role of sustainable procurement practices on corporate governance in the Kenyan public transport sector. Especially the study focused on corporate social responsibility, environmental purchasing, responsible procurement, and use of technology in procurement.

The study sought to determine the extent to which corporate social responsibility, environmental purchasing, responsible procurement and use of technology in procurement affected corporate governance in the Kenyan public transport sector.

The study findings indicated that a great influence of the all four variables to corporate governance. Test of overall significance of all the four variables jointly, corporate social responsibility, environmental purchasing, responsible procurement and use of technology in procurement ANOVA, at 0.05 level of significance found the model to be significant.

8.1 Conclusions

The main objective of this study was to determine the role of sustainable procurement practices on corporate governance in the Kenyan public transport sector. From the previous studies, the components of sustainable procurement practices were expected to have positive relation with corporate governance.

The output of the findings shows a significant positive relationship between the components of sustainable procurement practices namely corporate social responsibility, environmental purchasing, responsible procurement, and use of technology in procurement with corporate governance.

About corporate social responsibility, the findings revealed that Kenya Ports Authority considers corporate social responsibility as an integral part of its core values. The results revealed that corporate social responsibility affected corporate governance at KPA. The results have also shown that corporate social responsibility ($\beta=.494$, $p=.000$) positively and significantly affected corporate governance at KPA.

The study also showed that Kenya Ports Authority support environmental purchasing principles in its supply chain management activities largely. The results have revealed that environmental purchasing affect corporate governance at KPA. Environmental purchasing ($\beta=.228$, $p=.000$) was also found to positively and significantly affect corporate governance at KPA.

The study establishes that responsible procurement at Kenya Ports Authority's supply chain has been achieved by a great extent. The results have revealed that responsible procurement affect corporate governance at KPA. Responsible procurement ($\beta =.201$, $p=.014$) was found to positively and significantly affect corporate governance.

Lastly, the results revealed that use of technology in carrying out procurement activities at KPA has been achieved largely. The results have revealed that use of technology in procurement slightly influences corporate

governance positively at KPA ($\beta = .072$), however its value is insignificant ($p= 0.280$).

8.2 Recommendations

From the study, various recommendations are being made concerning policy and procurement practices. Continued increase in pressure on the environment warrants sustainable outcome for the earth. It is important for public institutions in Kenya to use sustainable procurement programs. The legislature should come up with laws that administrate sustainable procurement as well as laws that are capable of improving compliance.

On corporate social responsibility, the study recommends that there is a need for public sector organization to develop a good policy and tools for monitoring and evaluation of CSR activities within the organization and its supply chain. One of the critical success factors for implementing sustainable procurement in organizations is to formulate, communicate, and enforce effective corporate sustainable procurement policies in alignment with corporate strategy for sustainability and CSR.

On environmental purchasing, the study recommends that sustainability aspects to be considered in the whole procurement cycle i.e. from need identification to procurement contract close out. This would ensure that public sector organizations carry out business only with suppliers or organizations, which meet pre -set sustainability standards.

The study as well recommends that public organizations' departments needs to increase uptake of training on sustainable procurement. For instance, procurement staff needs to receive detailed training on the benefits of having sustainable procurement and the best ways of carrying out sustainable procurement in

practice. Senior management need to be taken through training to enhance high-level buy-in towards sustainable procurement within the department. Some of the staff members who have the responsibility for developing business cases for procurement should as well receive training on how to replicate sustainability in their procurement proposals. Departments should equally make sure that procurement staff is decentralized purchasing teams obtain sufficient training in sustainable procurement, and ensure that these teams stick on to the policies and standards taken up by central procurement teams.

8.3 Areas for Further Studies

This study was confined to the public transport sector and focused on four major sustainable procurement practices namely; corporate social responsibility, environmental purchasing, responsible procurement and use of technology in procurement. This limited the study from exploring other sustainable procurement practices that still could influence corporate governance not only in public sector organization but also in the private and non-governmental organizations. The study, therefore, proposes further studies to be carried out to help in establishing other sustainable procurement practices that affect corporate governance in other economic sectors in Kenya that were not covered in this study.

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