According to the literature, managers with a strong innovative orientation tend to possess distinctive competences (Quintana & Velasco, 2005). These businesses are characterized by a managerial vision and innovative culture that looks for achieving the firm's goals through a sound SCM (Gonzalez, 2008). They further revealed that an innovation orientation implies active exploration of new businesses through the supply chain. Moreover, an innovation orientation is supposed to give rise to processes, practices, and decision making activities associated with supply chain management and as a result possibly will contribute to firm's performance (Shin, 2000). In particular, Kaminski et al. (2008) show that collaboration with suppliers can contribute to innovativeness of business and improve their performance which calls for further study.

A risk manager should be in a position to take risk (Morash & Clinton, 2008). The significant role of risk taking characteristics appears in almost all parts of the literature associated with SMEs. Risk taking activities stimulate organizational performance for business with entrepreneurial approach. Firms in compound supply chains require seamless coordinated flows of goods, services, information, and cash; or else they face considerable supply risk (Harland, 2004). Moreover, SMEs with risk taking business characteristics are likely to seek strategies to maximize their profit in which they leverage SCM applications. Indeed, taking more risk would lead in more outcomes. Therefore, organizations are more prone to take advantage of their flexibility in order to gain more profit. In sum, modern business incorporates risk taking. Here, risk taking is considered as a critical element in our model. That is why there is a need to study further how public organizations consider their risks.

According to (Chopra & Sodhi, 2004), most risk managers in organizations are highly proactive with respect to their industry, product category, and how they compete in the supply chain. In other words, pro-activeness entails a firm's capability to amalgamate supply chain information and form its environment by introducing new products, technologies, and administrative techniques (Zsidisin & Richie, 2009). When boundary spanners offer transparency to decision makers, which influence entrepreneurial and learning actions within the supply chain, Supply chain risks come in a variety of forms: disruptions to material flows, product quality problems, information systems breakdowns, and economic instability according to Zsidisin and Richie. Further research is required on the forms of risks public organizations encounters.

The recent literature in supply chain management recognizes the importance of managing such risks in the age of global supply chains. Various researchers have discussed firms' increasing exposure to risks and the resulting, potentially severe negative impact on the firms' financial performances (Hendricks & Singhal, 2005). One such risk to the supply chain, disruption of supply flows, can occur suddenly due to a number of unpredictable events. Even more unpredictable, however, is the ripple effect caused by the disruption (Zakaria, 2011). A risk manager should have superior capabilities over bar codes and promises many supply chain benefits, such as reductions in shrinkage, efficient handling of materials, increased product availability, and improved asset management (Angeles, 2005; Li & Visich, 2006; Taghaboni, 2006). This calls for further study on competence of risks managers in public organization generally.

2.4 Public Procurement and Oversight Authority (PPOA)

It was created in 2005 after the Public Procurement and Disposal Act 2005 was enacted. It is mandated with the responsibility of ensuring that procurement procedures established under the Act are complied with, monitoring the procurement system and reporting on its overall functioning, initiating public procurement policy and assisting in the implementing and operation of the public procurement system (PPOA, 2008). Public entities should draft procurement policies that are compatible with procurement regulations and all employees should be made aware of the formulated policies. The PPOA directives should be put into consideration while formulating policies. The PPOA directives should be put into consideration while formulating and so as to avoid inconsistency with the Public Procurement Act. The level of stakeholders' involvement should be improved by application of monitoring and supervisory mechanism to oversee if all procurement processes are in line with the procurement regulations guidelines (Elizabeth et al.2013). It therefore follows that Public entities should therefore draft risk management practices that are compatible with procurement regulations.

3. Research Methodology

According to Kothari (2004) a research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Descriptive research design a case study of Kericho County was used. Of the target population the researcher worked with a sample size of 59 employees. Stratified random sampling was used which ensured proportionate representation of the sub-couties in the sample size. Structured questionnaires were used in the collection of primary data. Using both descriptive and Inferential Statistics the collected data analyzed thus establishing the relationship between independent variables and the dependent variables.

4. Research Findings and Analysis

This presented the findings and critical analysis of the results. The study sought to investigate the significance of risk management practices in supply chain performance in Kenya. Risk management techniques had an r-value of .306 indicating a significant relationship between risk management techniques and supply chain performance. This is satisfactory to the first objective of the study; to evaluate the role of risk management practices on supply chain performance in Kericho County. Moreover this relationship is positive. The p (.046) value was below .05 thus indicating that there is a relationship between risk management techniques and supply chain performance at 5% level of significance. Therefore risk management techniques are

positively correlated with supply chain performance in Kericho County.

It was established that risk management policies have an r-value of .253 indicating a weak relationship between risk management policies and supply chain performance. This is satisfactory to the second objective of the study; to evaluate the role of risk management policies on supply chain performance in Kericho County. Moreover this relationship is positive. The p (.102) value was above .05 thus indicating that the relationship between risk management policies and supply chain performance is not significant at 5% level of significance.

The study further revealed that competence of risk managers has an r-value of .425 indicating a significant relationship between the competence of risk managers and supply chain performance. This is satisfactory to the third objective of the study; to determine the influence of competency of risk managers on supply chain performance in Kericho County. Moreover this relationship is positive. The p (.001) value was below .05 thus indicating that there is a significant relationship between the competence of risk managers and supply chain performance at 5% level of significance. Therefore the competence of risk managers is positively correlated with supply chain performance in Kericho County.

Correlation Matrix

The study indicates is a significant positive relationship (.306) between risk management techniques and supply chain performance. Moreover there is a positive weak relationship (.253) between risk management policies and supply chain performance. However there is a significant positive relationship (.425) between competence of risk managers and supply chain performance in Kericho County. All the three components of risk management practices have a positive correlation with supply chain performance.

5. Summary of Findings and Conclusions

The findings were organized according to the study objectives.The specific objectives of the research were: to evaluate the role of risk management techniques on supply chain performance in County Government of Kericho, to establish the influence of Risk Management policy on supply chain performance in County Government of Kericho and to determine the influence of competency of risk managers on supply chain performance in County Government of Kericho.

5.1 Summary of Findings

The study established that respondents were conversant with the role played by risk management techniques in the supply chain performance. It was further revealed that most employees in Kericho County understand the role played by risk management practices. It was overwhelmingly reported by respondents that risk management practices play an important role in enhancing supply chain performance.

It was also revealed that the role of risk management was rated as very important among the respondents in Kericho County. Respondents were also asked whether they have been trained on risk management, the findings showed that training was conducted among the respondents on the role of risk management especially in enhancing supply chain performance. The competency of risk management was rated as good by the employees as and further reported most appropriate risk management approach in Kericho County was the reactive approach.

The study established that the existence of risk management policies is important in enhancing supply chain performance as overwhelmingly supported by majority of the respondents. In this regard, it was revealed that there were risk management policies in the various respondent organizations. Further, the organization's policies on risk management regarding an enhanced supply chain performance were rated to be efficient in the various organizations. Respondents were asked to rate the implementation of risk management policies for an enhanced supply chain performance within the organization.

It was established that implementation of risk management policies was rated as good among the various organizations.The study sought to investigate the influence of competency of risk managers on supply chain performance. It was revealed that the competency of a risk managers influences supply chain performance to a great extent. The findings further established that supply chain risk managers were not trained in attempts to enhance their capacity as risk managers. In addition, the respondents rated as important to train risk managers in attempts to enhance supply chain performance. By this the respondents argued that the value added by risk managers in the supply chain was good.

The findings of the study showed that supply chain performance is usually measured in the respective organizations within Kericho County. It was also established that the various supply chain performance can be measured by the value represented by the product or service offered to the end customer. It was further revealed that risks affect overall supply chain performance. Consequently, it was established that effective supply chain management is associated with reduced risks. On the other hand, it was also revealed that the major risks experienced among the various organizations with regard to their supply chain performance was disruptions in the supply chain and poorly perceived quality of products. The study also reported that supply chain risk management would help to significantly reduce uncertainty of demand.

5.2 Conclusion

The conclusions were derived from the results.

5.2.1 Risk management Techniques

There is a significant positive relationship between risk management techniques and supply chain performance in Kericho County. The study further concluded that risk management practices play an important role in enhancing supply chain performance. In addition, the findings led to

the conclusion that the major risk management that was adopted by majority of the supply chains in Kericho County was the reactive approach and the outcome was rated as good as reported by the findings of the study.

5.2.2 Risk management Policies

It was concluded that that risk management policies had weak but positive relationship with supply chain performance in Kericho County. It was further concluded based on the findings of the study that there were risk management policies in the various respondent organizations in Kericho County. Consequently, the findings led to the conclusion that the organizations' policies on risk management regarding enhanced supply chain performance were efficient in Kericho County.

5.2.3 Competency of Risk Managers

The study concluded that there is significant relationship between the competence of risk managers and supply chain performance in Kericho County. It was concluded that the competency of a risk managers influences supply chain performance to a great extent. On the other hand, it was concluded that supply chain risk managers were not trained in attempts to enhance their capacity as risk managers as much the value added by risk managers were good considering the various organizations within Kericho County as targeted by the study.

5.2.4 Supply chain performance

The study also concluded that there was a positive relationship between risk management techniques, risk management policies, competence of risk managers and supply chain performance in Kericho County. It was concluded that supply chain performance is usually measured in the respective organizations within Kericho County. The study further concluded that the various supply chain performance can be measured by the value represented by the product or service offered to the end customer. Further, risks affect overall supply chain performance. Consequently, it was concluded that effective supply chain management is associated with reduced risks. It was also concluded that the major risks experienced among the various organizations with regard to their supply chain performance was disruptions in the supply chain and poorly perceived quality of products.

Background information of the respondents

Variable	*Category*	*Frequency*	*Percent (%)*
Duration of work	0-3	11	25.6
	4-7	12	27.9
	8-11	9	20.9
	over 12 years	11	25.6
Education level	Certificate	1	2.3
	Diploma	16	37.2
	Degree	20	46.5
	Masters	6	14.0

Risk management Techniques

	N	Minimum	Maximum	Mean	Std.
Understanding the role of Risk management techniques	43	1	2	1.14	0.351
To what extent do you agree with understanding risk management	43	1	5	1.7	0.741
Importance of Risk management in Supply chain performance	43	1	3	1	0
Rate the importance of risk management	43	1	5	1.42	0.499
Trained on the role of risk management	43	1	2	1.44	0.502
Rate on competency on the role of Risk management	43	1	5	2.16	0.998
Most appropriate approach to risk management	43	1	3	1.65	0.72
Valid N (list wise)	43				

Risk Management Policies

	N	Minimum	Maximum	Mean	Std. Deviation
Importance of RP in enhancing supply chain performance	43	1	2	1.00	.000
To what extent	43	1	5	1.56	.502
Awareness of any RM policies	43	1	3	1.30	.638
How efficiency is rated	43	1	5	2.00	.845
How implementation is rated	43	1	5	2.16	.721
Valid N (list wise)	43				

Competency of risk managers

	N	Minimum	Maximum	Mean	Std. Deviation
Whether competency of a risk manager influences performance	43	1	3	1.00	.000
Extent agreed	43	1	5	1.35	.482
Trained on the job on skills to enhance capacity	43	1	2	1.53	.505
Rating the importance of training	43	1	5	1.77	1.020
Rating value addition in supply chain	43	1	5	1.98	.740
Valid N (list wise)	43				

Supply Chain Performance

Table 4.1: Risk management and supply chain performance

	N	Minimum	Maximum	Mean	Std. Deviation
Measuring Supply Chain Performance	43	1	5	2.49	.985
Measuring performance by product or service value	43	1	5	2.09	.811
Risk affects overall supply chain Performance	43	1	5	2.49	.985
Effective supply chain management is associated with reduced risks	43	1	5	1.42	.794

Risks are associated with disruptions and poorly perceived quality of products	43	1	5	2.43	.979
Supply chain risk management helps to reduce uncertainty of demand	43	1	5	2.42	.982
Valid N (list wise)	43				

The relationship between risk management techniques and supply chain performance

		Risk Management Techniques	Supply Chain Performance
Risk Management Techniques	Pearson Correlation	• 1	.306*
	Sig. (2-tailed)		.046
	N	43	43
Supply Chain Performance	Pearson Correlation	.306*	1
	Sig. (2-tailed)	.046	
	N	43	43

*. Correlation is significant at the 0.05 level (1-tailed).

The relationship between the Competence of Risk Managers and Supply chain performance

		Competence of Risk Managers	Supply Chain Performance
Competence of Risk Managers	Pearson Correlation	1	. 425*
	Sig. (2-tailed)		.001
	N	43	43
Supply Chain Performance	Pearson Correlation	. 425*	1
	Sig. (2-tailed)	. 001	
	N	43	43

*. Correlation is significant at the 0.05 level (1-tailed).

The relationship between Risk management Policies and supply chain performance

		Risk Management Policies	Supply Chain Performance
Risk Management Policies	Pearson Correlation	1	.253
	Sig. (2-tailed)		.102
	N	43	43
Supply Chain Performance	Pearson Correlation	.253	1
	Sig. (2-tailed)	.102	
	N	43	43

Correlation Matrix

		Risk Management Techniques	*Risk Management Policies*	*Competence of Risk Managers*	*Supply Chain Performance*
Risk Management Techniques	Pearson Correlation	1	.496**	.376*	.306*
	Sig. (2-tailed)		.001	.013	.046
	N	43	43	43	43
Risk Management Policies	Pearson Correlation	.496**	1	.548**	.253
	Sig. (2-tailed)	.001		.000	.102
	N	43	43	43	43
Competence of Risk Managers	Pearson Correlation	.376*	.548**	1	. 425*
	Sig. (2-tailed)	.013	.000		.001
	N	43	43	43	43
Supply Chain Performance	Pearson Correlation	.306*	.253	. 425*	1
	Sig. (2-tailed)	.046	.102	.001	
	N	43	43	43	43

*. Correlation is significant at the 0.05 level (1-tailed).

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